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## **Two-Year Adopted Operating Budgets FY 2011-2012**

**Five-Year Capital Improvement Program  
FY 2011 through FY 2015**



Adopted by the  
**Board of Supervisors**  
May 11, 2010

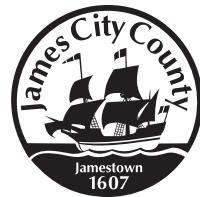
Prepared by the  
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**Financial and Management Services**

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## **Two-Year Adopted Operating Budgets** **FY 2011-2012**



# Mission

**We work in partnership with all citizens to  
achieve a quality community.**



# Board of Supervisors

**James G. Kennedy**, Chairman  
*Stonehouse District*

**Mary K. Jones**, Vice Chairman  
*Berkeley District*

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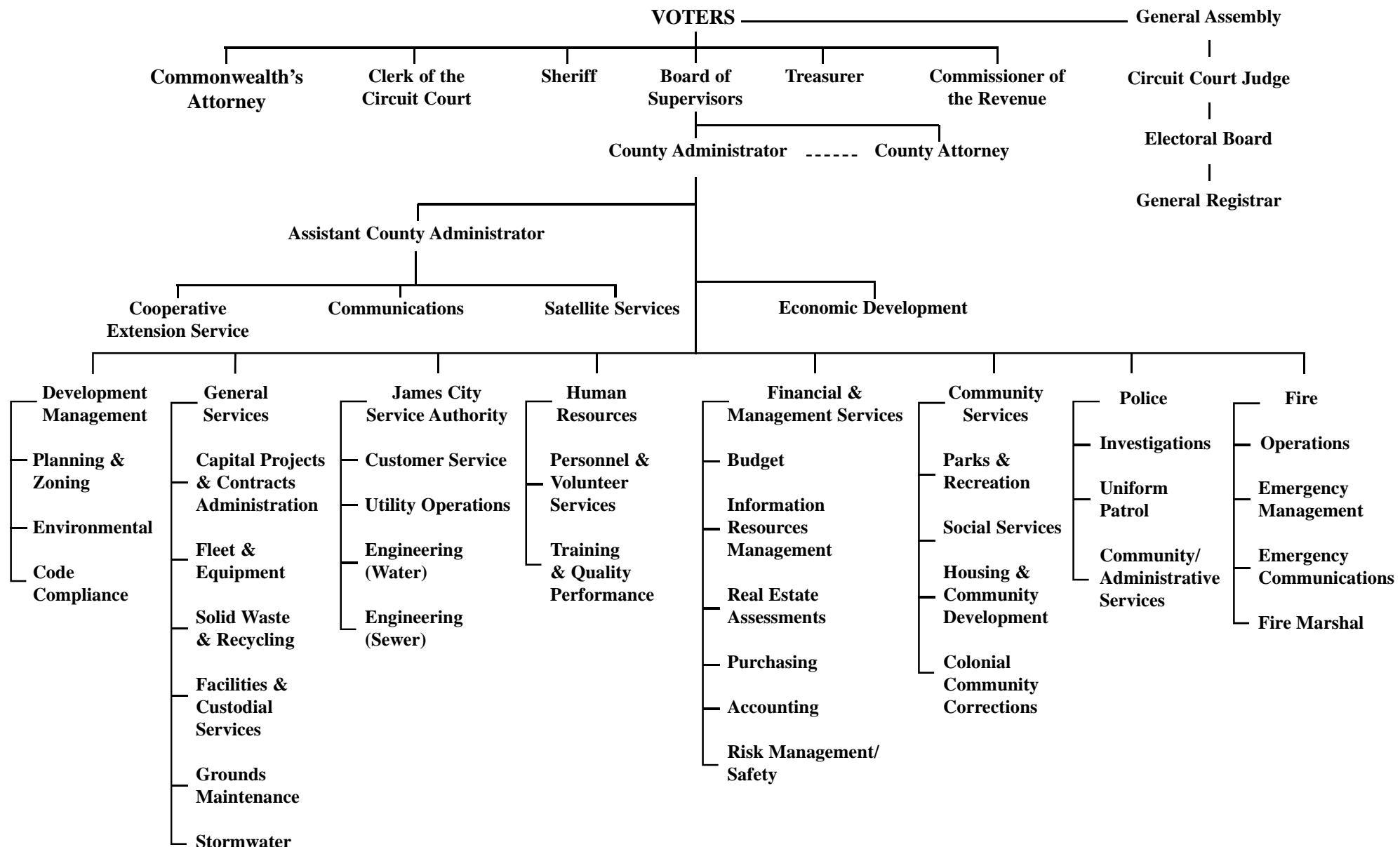
**Sanford B. Wanner**  
County Administrator

**Doug Powell**  
Assistant County Administrator

James City County operates under the traditional, or County Administrator form of government (as defined under Virginia Law). The Board of Supervisors is a five-member body, elected by the voters of the Electoral District in which they live. The Chairman and Vice-Chairman of the Board are elected annually by its members. Each member serves a four-year term. This body enacts ordinances, appropriates funds, sets tax rates and establishes policies and generally oversees the operation of the County government. The County Administrator is appointed by, and serves at the pleasure of, the Board of Supervisors. As the Chief Executive Officer of the County, he is responsible for developing an annual budget and carrying out policies and laws which are re-reviewed and approved by the Board. The County Administrator directs business and administrative policies and recommends to the Board those methods, procedures, and policies which will properly govern the County.

# James City County Organization Chart

Effective 07/01/10



## **THE BUDGET - AN OVERVIEW**

### The Budget Process

The budgetary process at James City County involves intensive procedures and covers a time span of many months. The process conforms to Title 15.2 of the Code of Virginia.

November:      Reviews of the preliminary budget, revenue forecasts and comprehensive Strategic Management Plan or the basis of County Administrator's Budget Guidance. Capital budget forms released to departments and agencies.

December:      Budget preparation manual and calendar are distributed to departments.

Budget training sessions are held with departments explaining budget calendar and use of forms. Financial assumption data is distributed to departments as well as any financial constraints that must be employed.

Public Hearing	First April Meeting (preferred) or Second, if necessary
Work Sessions	Three dates chosen, after public hearing, prior to adoption.
Budget Adoption	Second April Meeting preferred, or first May meeting, if necessary

January:      Sponsors prepare and submit formal CIP proposals to both Financial and Management Services and the Planning Division.

Pre-budget Public Hearing.

Financial and Management Services completes mid-year Budget Review with County Administration.

Outside agency budget requests are due.

Departmental budgets submitted for review by Department of Financial and Management Services and County Administration.

Human Resource Department and Financial and Management Services complete review of position requests and review those requests with the County Administrator.

February:      Revenue forecasts are reviewed and calculation of School Board's contribution for the next fiscal year is reviewed.

School Superintendent presents a budget request to the School Board.

- March: School Board adopts its budget.
- Final decisions and adjustments by County Administration. Final Proposed Budget prepared with narratives and County Administrator's Message.
- Planning Commission presents CIP Budget to Board of Supervisors.
- April-May: Proposed Budget released to Board of Supervisors, Press and the Public.
- Work Sessions, Budget Public Hearing, Budget adoption and establishment of tax rates.
- May-June: Amendments to the Budget are made as needed prior to start of new fiscal year and are made based on updated information not previously available.
- July: Adopted Budget made available to the Public and Staff for the start of Budget year.
- September: Public hearing on real property tax rate based on actual July 1 land book.

#### Budgetary Basis

Budgets are prepared for all funds with the exception of Trust and Agency Funds. These funds account for money and property held in a fiduciary capacity for individuals or other government entities. These funds do not involve the measurement of results of operations as they are custodial in nature. In addition, there is no requirement to formulate budgets for these funds.

Budgets are prepared on the modified accrual basis of accounting as used for financial reporting purposes. Encumbrance accounting, under which applicable appropriations are reserved for outstanding purchase orders, is employed as an extension of the formal budgetary integration in the General and certain Special Revenue Funds. Encumbrances outstanding at year-end are reported as Reservation of Fund Balances since they do not constitute expenditures or liabilities. Unexpended appropriations lapse at the end of the fiscal year in the General, Debt Service, and those Special Revenue Funds with legally adopted annual operating budgets. Program and project budgets are utilized in the Capital Projects Budget and Community Development funds where appropriations remain open and carry over to the succeeding years.

#### Budget Amendment Process

The Budget may be amended in one of two ways as outlined by the Code of Virginia.

If the amendment would change total revenues (such as the acceptance of a grant), then the governing body must adopt an appropriation resolution to transfer funds from one appropriation group to another. In certain instances, as outlined in the State Code, a public hearing may be required before the governing body can take action.

The County Administrator is authorized to transfer funds between departments/offices within an appropriation group or between budget line items within a particular department/office.

## Organization of Budget

The financial transactions of the County are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. The various funds are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report.

The County Budget includes all funds where financial transactions are recorded, with the exception of Trust and Agency Funds.

The following fund types are used by the County and the Budget Document includes the Capital Improvements Plan.

### Governmental Funds

- a) General Fund - The general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
- b) Special Revenue Funds - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Virginia Public Assistance  
Community Development  
Special Projects/Grants

- c) Capital Projects - Used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary funds).
- d) Debt Service Fund - Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### Proprietary Fund

The focus of Proprietary Fund measurement is the determination of net income. The Generally Accepted Accounting Principles are those applicable to similar businesses in the private sector. The County has no proprietary funds. Included within the Budget Document is the budget for the James City Service Authority since its legislative and executive oversight and management are substantially integrated with those of James City County. The Authority operates water and sewer utility systems in the County and is a distinct legal entity.

The Service Authority budget covers five major projects areas:

Water Fund  
Sewer Fund  
Operations/Administration Fund  
Capital Improvements Program (CIP)  
Debt Service

The General Fund of the County is divided into functional areas, such as Administration, Planning and Development, Public Safety, etc. Each department within a functional area has its own budget; for example, Police, Fire and Emergency Medical Services, within the functional area of Public Safety. The Budget format presents expenditures by functional area and departments within a specific function.

#### Directions, Performance, Measurement and Monitoring

The County Administrator imparts to the departments at the beginning of the Budget cycle the tone and the focus of the overall Budget. This information is based on guidance to him from the Board of Supervisors.

During the fall of each year each department develops individually their overall Objectives and Strategies to be attained during the coming year. These objects provide the basic operating direction for each department, and are linked to the County's Strategic Management Plan. This information is presented within each department's budget.

The Budget document does not provide information regarding performance or the measurement of performance per department. However, departmental objectives are monitored by County Administration by the use of work programs. In addition, each department establishes efficiency and effectiveness measures in regards to their operations. These measures are monitored by the Office of Training and Quality Performance and managed by County Administration.

The Budget is monitored by the issuance of Monthly Management Reports. These reports indicate actual financial results compared to Budget (Revenue-Expenditure). These reports are forwarded to County Administration and Departments for their analysis and management.

Budgetary control is maintained on a line-item basis.

Purchases of goods and services are generally accomplished by the use of a formal purchase order. Funds are encumbered based on purchase orders to insure that an over-spent condition does not exist per Budget line item.

#### Relationship Between the Operating and Capital Budget

There are many features that distinguish James City County's Operating Budget from the Capital Budget. The Operating Budget includes expenditures that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the community. Year-to-year changes in the Operating Budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, the size of the County and the types and level of service that are provided. Resources for the Operating Budget generally come from taxes, user fees, and intergovernmental payments that typically recur from year to year.

The Capital Budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the community. Wide fluctuations are expected in the Capital Budget from year to year depending on the phasing of projects. Resources for the

Capital Budget generally come from bond sales, grants, other one-time sources and transfers from the Operating Budget.

In spite of these differences, the Operating and Capital Budgets are closely linked. The most obvious connection is that the Operating Budget assumes the cost of maintaining and operating new facilities that are built under the Capital Budget. In addition, a portion of the funding for capital projects are transfers from the Operating Fund.

In some cases operational needs drive the Capital Budget. A good example is the Radio System improvement, where the existing system can no longer be maintained and does not offer the capability and flexibility needed to serve citizens adequately.

The resources that support the Operating and Capital Budgets are also linked. Revenue generated in the Operating Fund is channeled to the Capital Budget by means of a transfer. The retirement of bonds issued for the construction of new schools will compete with the service requirements that are funded in the Operating Budget. The Capital Budget on its own does not generate any revenue. This means that some of the revenues that are generated and transferred to the Capital Budget are realized through property tax revenue. This relationship will impact the tax rate and the property taxes that the citizens of James City County will be required to pay.

In order to view the upcoming year's budget, it is important that County officials, employees and the citizens understand the linkage between these budgets.

### Financial Planning

The budget document provides the following information to the citizens of James City County:

- Reflects the fiscal policies of the Board of Supervisors (Introductory Section).
- Indicates and explains the flow of financial resources (Revenues - Section B).
- Outlines the operational focus of the County organization and the individual departments (Section C).
- Outlines the priorities and sources of funding for major capital projects (Section D).
- References historical and current financial information, including the financial condition of each fund in the beginning of the budget and at the end of the year (Section G).

All the components come together as part of a financial plan whose major criteria is:

- That the real estate tax increase be kept to a minimum.
- That resources other than general tax dollars are sought.
- That recommended Capital Projects relate to the Comprehensive and Strategic Management Plans and are prioritized based on available funding.
- That no new or enhanced program initiatives be implemented except those of the highest priority.
- That the school system, which is the largest component of the County's budget, be sufficiently funded.
- That ending fund balances are consistent with prior years and sufficient enough to provide for financial viability.
- That County employees' compensation be based on performance and be consistent with compensation plans within the County's labor market.

The above criteria of the financial planning process was formulated prior to the calculation of revenues and expenses. The adopted budget reflects concurrence with these financial planning criteria.

Overview11

## STATEMENT OF FISCAL GOALS

### General

1. To promote fiscal health of the County by encouraging a healthy diversified economy.
2. To establish minimally acceptable standards of quality for the County's various public services.
3. To take positive steps to improve productivity of County programs and employees.
4. To seek to eliminate duplicative functions within County government and semiautonomous agencies in the community.
5. At least every four years, to reassess services and service levels, utilizing service level standards of quality, seeking citizen advice and review in a zero-based budgeting process.

### Accounting

6. To use accounting procedures and principles established by the Virginia Auditor of Public Accounts and Generally Accepted Accounting Principles (GAAP) and to annually apply to the Government Finance Officer's Association for its Certificate of Conformance in Financial Reporting.
7. To provide full disclosure in annual financial statements and bond representations.

### Capital Improvements

8. To establish capital improvements as public investments, designed to effectively provide the highest net present value, both financially and in the determination of service needs.
9. To seek to maximize the expenditures that support capital investments in the provision of direct services to meet and maintain minimum standards of quality.
10. To annually inventory capital facilities, estimate actual value, and estimate remaining useful life and replacement cost.
11. To establish for capital project requests an annual capital budget based upon the Capital Improvements Plan with "life cycle" costs including operating and maintenance coordinated with the operating budget.
12. To consider recommendations from the Planning Commission for a multiyear Capital Improvements Plan for public facility and infrastructure needs to include roads, water, sewer, land and land improvements, and building and building improvements, considered based upon need and consistent with the adopted Comprehensive Plan.
13. To avoid capital facility or infrastructure investments outside of the Comprehensive Plan's Primary Service Area for residential growth.

14. To develop financing plans for the multiyear improvement program based upon a five-year forecast of revenues and expenditures with advice and counsel from the County's Financial Advisor on proposed capital financing needs.
15. To appropriate, at a minimum, 5% of the cost of major capital projects from recurring revenues.

#### Debt

16. To evaluate alternatives to financing on a pay-as-you-go basis, to include debt financing (pay-as-you-use) for needed services.
17. Outstanding debt of the County whether general obligation, lease revenue or subject to annual appropriation, shall not exceed 3% of the assessed valuation of real property. Outstanding debt of the County should target 7.5% or less and shall not exceed 9% of the County's total personal income in any year. Annual debt service spending should target 10% or less and shall not exceed 12% of total operating revenues, including revenues allocated to James City County for public education. The ten-year payout ratio for all County debt shall target a minimum of 55% of total principal outstanding and shall be no lower than 50% in any one year.
18. To use revenue or other self-supporting bonds instead of general obligation bonds.
19. To avoid long-term debt to finance current operations and short-term debt except for bond anticipation notes.
20. To avoid financing if the term of the indebtedness exceeds the expected useful life of the asset.

#### Investments

21. To make a cash-flow analysis (disbursement, collection, and deposit) of all funds to ensure maximum cash availability. To produce monthly information concerning cash position and investment performance.
22. To pool cash, as permitted by law, from several different funds for investment purposes.
23. To review arrangements with financial institutions on a continued basis for a specified period of time and with specified fees for each service.

#### Operating Budgets

24. To annually forecast revenues and expenditures for the next five years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
25. To utilize workload measurements and performance ratings for all funds.
26. To maintain a budgeting control system that helps the County adhere to the budget, with monthly status reports comparing actual revenues and expenditures to budgeted amounts.
27. To provide for adequate maintenance of capital plant and equipment and develop from the fixed asset inventory records a capital asset replacement schedule.

28. To establish a risk management program to safeguard public assets held in trust and to minimize the financial liability arising from accidental injury or death.
29. To remain current in payments to the Virginia Retirement System and to pursue legislative options that reduce or eliminate unfunded pension liabilities.
30. To review operating policies and procedures and facility master plans adopted by the Board of Supervisors in detail at least every three years with proposed revisions accompanied by a financial impact analysis.
31. To annually increase the proportion of expenditures providing direct services to total budgeted expenditures and to annually decrease the proportion of expenditures supporting administration or other non-direct service activities.
32. To finance recurring expenses from recurring revenue sources and to not develop a dependency, within the operating budget, on nonrecurring revenue sources.

#### Reserves

33. To keep the fund balance designated for Fiscal Liquidity at the end of the fiscal year, equal to no less than 8%, with a target of 12%, of the total operating budget (General Fund plus the County's share of the Component Unit Schools).
34. To establish a contingency reserve fund of two percent of the general fund operating budget to pay for needs caused by unforeseen events. The Board shall determine the amount of funds to be held in contingency. The contingency shall be held to help with the following three events: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected needs; and, 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions.
35. To maintain a ratio of cash on hand and short-term investments, divided by current liabilities, of at least 1:1.
36. To establish and, to the extent feasible, fund on an annual basis a capital equipment replacement fund.

#### Revenues

37. To maintain a stable revenue system to shelter the County from short-run fluctuations in any one revenue source.
38. To attempt to establish a diversified revenue system with the maximum local legislative authority to set and change rates and fees.
39. To utilize State and Federal funds in pursuit of County goals and objectives, whenever possible.
40. To the extent feasible, user fees which reflect the cost of service shall be utilized to support programs which may be characterized as special services to specific populations or users with the

full costs, direct and indirect, of activities supported by user fees shall be recalculated at least every three years.

41. To pursue an aggressive policy of collecting property taxes with the level of uncollected property taxes not exceeding 5% and the rate of delinquency not rising more than one year in a row.
42. To the extent possible, the County shall attempt to decrease the dependency on real estate taxes to finance the County's operating budget.
43. To review and update all rates and fees at least every three years.
44. To maximize State and Federal entitlement revenues.

Economic Development

45. To have County staff provide an annual accounting of the net revenue impact from County supported economic development activities. Staff will provide the Board with a recommendation for the application of these revenues. The goal of the recommendation will be to minimize the future burden on the tax rate by providing a revenue stream toward future major capital projects.

Adopted by the Board of Supervisors of James City County, Virginia, this 14th day of November, 2000.

Amended by the Board of Supervisors of James City County, Virginia, this 11th day of July, 2006.

The aforementioned goals represent long-term "strategies" on the part of the Board of Supervisors. The implementation of these goals will be at the discretion of the Board as it applies to individual budget years.

## **County Administrator's Budget Message**

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### **To: The Members of the Board of Supervisors**

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In this document I present to you and the citizens of James City County the proposed FY 2011/FY2012 Biennium Budget. As the federal, state, and local economies have continued to struggle through the “Great Recession” for the third straight year, I am proposing a budget that is based on revenues that are less than the previous year. This document contains no tax rate increases or significant fee increases. Instead, the budget has been balanced by cutting expenditures. I have tried to do this in a way that avoids excessive pain for our citizens and businesses, those outside agencies we fund, and our staff.

Decisions were not made lightly or in a vacuum. I received direction from the Board at the January 23, 2010 Budget Retreat. I solicited and received a large amount of citizen input in December 2009 at “town hall” meetings held in each voting district, where I reviewed potential revenue alternatives and expenditure reductions. A staff/citizen Allocation Review Team carefully evaluated requests from Community Services Outside Agencies and gave me recommendations. County staff reviewed operating budgets, recommended efficiencies or program reductions, and identified the things they felt were most important to retain.

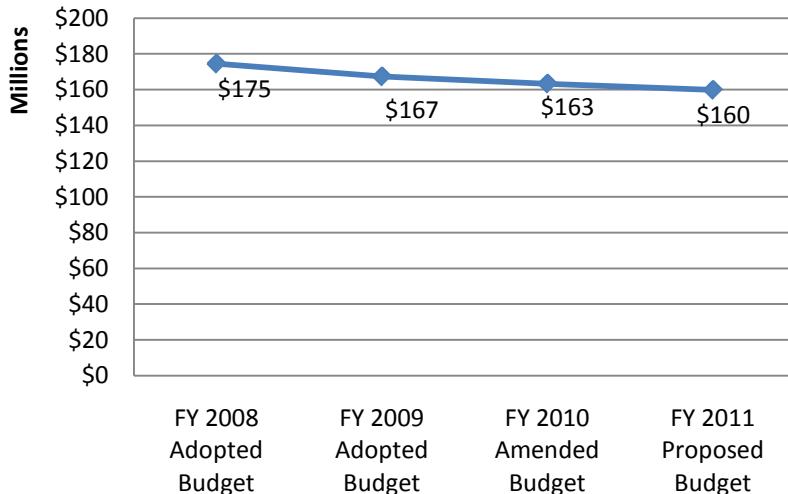
This FY 2011 General Fund budget is proposed at \$159,799,342 which is \$3,527,640 or 2.2 percent less than FY 2010. FY 2012 is programmed for less than a 1 percent increase at \$160,934,219. No increase in tax rates are proposed for either fiscal year. This budget proposal provides for level local funding for School operations, reduces service levels in a variety of areas, and further reduces County staff positions with minimal layoffs.

### **Three Years of Declining Budgets**

This challenging economic environment has made balancing a budget to meet citizen expectations for service with available resources very difficult. The challenge is compounded by the fact that the County budget has also been cut the two previous fiscal years making additional efficiencies increasingly difficult to identify. FY 2011 will be the third straight year that the budget will be lower than it was in the previous fiscal year.

## County Administrator's Budget Message

### General Fund Budget Comparison



With negative revenue trends and an uncertain economy, I felt it was prudent to estimate revenues conservatively. Therefore, our \$3.5 million shortfall is better than our originally-projected shortfall of \$5 to \$6 million. Overall, however, the General Fund Budget has decreased by 8.3 percent over the past three years. Revenues are better than initially projected, but worse than they have been in several years.

In the fall of 2010, I asked the Board of Supervisors to look at a variety of revenue enhancements for the FY 2011 budget, such as tax rate increases for both Real Property and Personal Property for cars and light trucks, a local vehicle registration fee, and consumer utility taxes on natural gas and electricity. I have not included any of these revenue enhancements in this proposal, focusing instead on spending reductions that would cause the least impact on citizens and employees.

Proposed service reductions are modest and included in an attempt to impact the least number of citizens. The curbside leaf collection program is not funded; however, curbside recycling continues to be funded at its current service level. Some Parks and Recreation programs will see fee increases and there are some reductions in service hours at the James River Community Center. Citizen training is eliminated and County support to outside agencies and committees, both in dollars and staff, are reduced or eliminated. Few Capital Improvement Projects are funded; those that are funded focus mostly on major maintenance items.

Staff reductions continue in this budget. Last year's budget included an overall net elimination of 34 positions overall (31.5 full-time equivalent positions) across all funds without layoffs. The FY 2011 budget includes an overall net elimination of 41 positions (35 full-time equivalent positions), across all funds; a total of two part-time employees will be separated from employment.

## **County Administrator's Budget Message**

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Despite its constraints, the FY 2011 Budget addresses limited Comprehensive Plan actions and continues our commitment to advancing the County's Strategic Management Plan and its five basic directions:

### **Manage Finances Wisely and Encourage a Balanced Economy**

The FY 2011 budget continues to:

- Reduce spending to balance declining revenues,
- Avoid the use of the County's "rainy day" funds or reserves to balance the budget, which helps to retain the County's excellent AA+ bond rating, and
- Retain for the second year in a row a larger-than-usual contingency fund serving as a cushion in these uncertain times.

Shared services between the Williamsburg-James City County Schools and the County continue to be expanded. The proposed expansion includes an agreement that the County provide the School Division's procurement services in exchange for employee benefit support. The result is the elimination of a part-time Human Resource Specialist from the County and no increase in staff for the County's purchasing office.

### **Improve the Lives of Citizens and Foster a Sense of Community**

Fueled by State revenue reductions the School Division's overall budget declines despite the fact that a new elementary school will open and a new middle school will replace the smaller James Blair Middle School. However, investing in public education continues to be a major priority for the County. In this budget of declining revenue the local contribution to the School operating budget remains level. In addition, investment in the School Capital Budget continues with a focus on maintenance items, the largest of which is the HVAC/Refurbishment of DJ Montague Elementary School in FY 2011.

Two Police Officer positions dedicated to Gang Investigations and Gang Resistance Education and Training (GREAT) were funded by separate grants that will expire in June of 2010. I am proposing to allocate General Fund dollars for the GREAT program and the officer who occupied the Gang Investigations will fill a vacant position within the Police Department.

In the Capital Improvement Budget, I have proposed the replacement of a 13-year-old fire pumper with a history of significant maintenance issues. The new pumper will be equipped with the latest firefighting technology.

## **County Administrator's Budget Message**

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### **Plan Responsibly for the Needs of a Growing, Diverse Community**

In accordance with Board preference, funding has been allocated for consultant services to the Planning Division for the comprehensive Zoning Ordinance update. Many sections of the ordinance were targeted for update in the adopted 2009 Comprehensive Plan. The majority of the work will be undertaken during FY 2011 with the remainder scheduled for completion in FY 2012.

### **Steward the Natural Environment and Historic Heritage**

The Capital Improvement and Debt Service programs include plans to borrow \$14 million approved by a November 2005 referendum for the continued acquisition of greenspace and property development rights.

I am recommending that \$2 million be diverted from the existing capital fund balances in Greenspace and Property Development Rights (PDR) to fund Stormwater and Water Quality projects. The available balance of these two capital budgets is \$6,495,000 as of April 1, 2010. Any additional investments in Greenspace and PDRs can be accomplished during this budget with the referendum-approved bonds. Also included in this budget is the transfer of the management of the PDR program from Community Services to the Assistant County Administrator with staff support only at an on-call basis.

The curbside recycling program is proposed to be funded at its current level of service. However, if the Board wishes to reallocate any spending within this proposed budget, I would recommend that the recycling program go to every other week collection.

### **Provide Outstanding Customer Service**

In this budget, I am proposing a refocus of the Neighborhood Connections function. One position, a Civic Engagement Coordinator, will facilitate public education efforts and promote citizen involvement. This position will work with a group of citizen volunteers to support connected neighborhoods and coordinate citizen training. The position will be reassigned to the Communications Division and continues our commitment to citizen participation. This will result in the elimination of the Neighborhood Connections budget with the two positions that were eliminated last fiscal year and one and a half more are proposed for elimination in this budget. The incumbents will be transferred to vacant positions in more critical work areas.

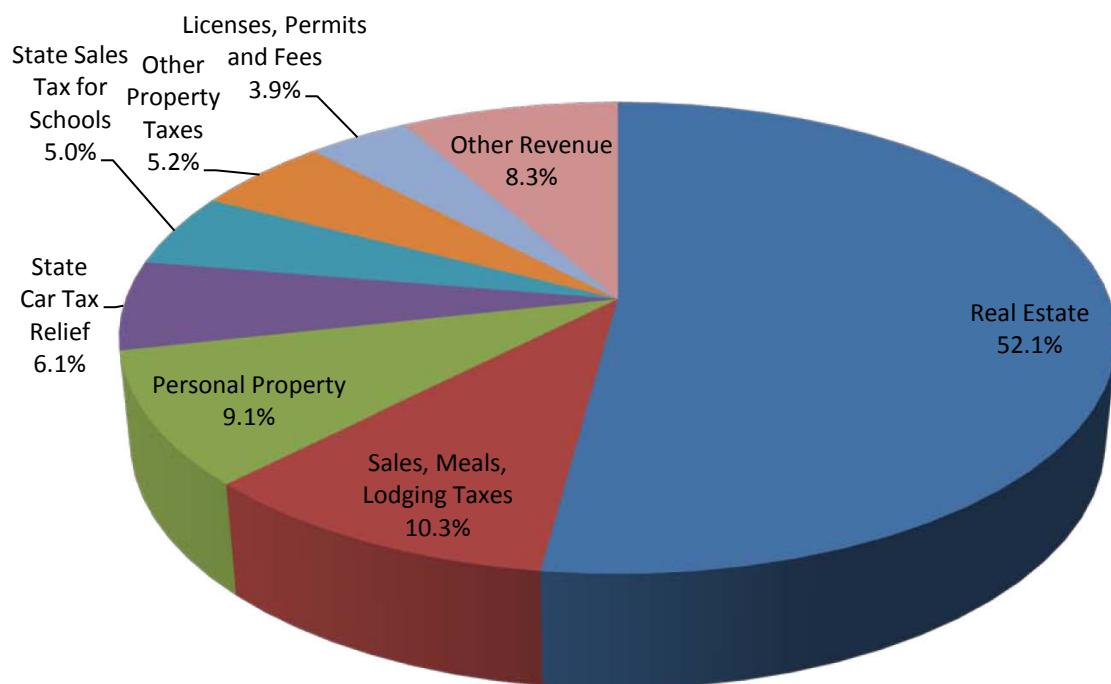
Volunteers and informed citizens are important to our community. In the past the County has provided General Fund dollars in support of the Citizen Police, Fire, and Leadership Academies. I am unable to continue to recommend general fund dollars be allocated to these worthy endeavors. I have also eliminated administrative staff support for the citizen led James City County Fair Committee.

## County Administrator's Budget Message

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### GENERAL FUND REVENUES

#### FY 2011 General Fund Sources of Revenue by Category



All tax rates are proposed to remain at their current level. Real property taxes decline in FY 2011 as the increases due to new construction were not enough to offset the decline in average value of existing properties. The January 1, 2010, reassessment reduced the average value of existing properties, both residential and commercial. Personal property taxes have rebounded from last fiscal year as the overall value of personal property in James City County increased approximately 6 percent for calendar year 2010. Local sales and meals taxes still show the impact of sluggish consumer spending and are slightly below projections. Lodging taxes continue to reflect the impact of the recession with steep declines. The significant decline in local construction and realtor activity over the past few years is reflected in falling Business and Professional License fee estimates, since FY 2011 revenues are based on calendar year 2010 activity. Planning, zoning and environmental fees have continued to decline in FY 2010 and are projected to be flat in FY 2011.

## **County Administrator's Budget Message**

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Investment income is at its lowest level in years. Due to the volatility of this revenue source, I have recommended moving the revenues to the Capital Improvement fund. This allows for the fluctuations in interest rates to be more easily absorbed in a five-year plan.

User fees and charges increase due to an increase in the Recreation fee for annual passes to the Community Centers ranging from a \$15 increase annually for a Youth Pass to a \$100 increase annually for a Family Pass, a modest \$5 per week increase to the Before and After School programs, and the implementation of a user fee for the County's parks and fields. The County Code places fee setting under the purview of the County Administrator, and I have directed staff to incorporate these fee increases in the next Recreation catalog.

I am proposing one new user fee. Currently, certain County positions require a criminal history check. Conditional offers are made to applicant, contingent upon the results of the check. The County currently pays for these background checks. This proposal includes charging the applicant who has received a conditional job offer from the County a fee to cover these costs. The County will continue to cover the cost of background checks for our volunteers.

No development fees are proposed to increase.

### **State Revenues**

Revenues that are received from the Commonwealth in support of State mandates continue to decrease. The Commonwealth has reduced its support of State-mandated Constitutional Offices and local Police Departments and has siphoned "administrative fees" from local Communications taxes that support local 911 centers.

In addition, the State has increased its "flexible cuts" which are noted as "Local Aid to the State Government" in this budget. This is reflected in each Constitutional Office budget and is the amount the County must return to the State. This year the amount increased by 20%.

This situation grows more intolerable each year and is unfair to local governments by requiring them to pay for State responsibilities.

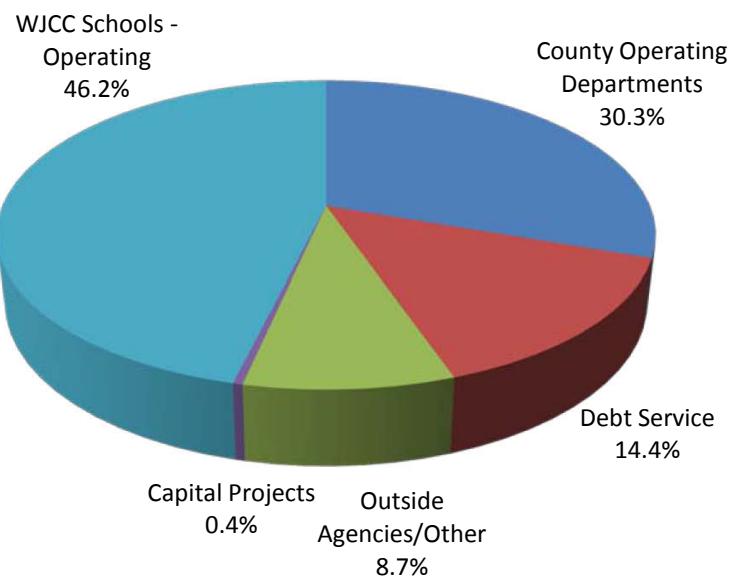
As the State continues to redefine its financial relationship with localities, the burden will continue to be shifted to local taxpayers. Unless the State relaxes its mandates along with its reduced support, local governments will be forced to choose whether these offices will decrease services to citizens or local tax dollars will be used for State functions.

## County Administrator's Budget Message

### FY 2011 General Fund Spending

<u>Expenditures</u>	<u>FY 2011 General Fund Sources of Spending by Category</u>	<u>Percentage</u>
WJCC Schools – Operating	\$73,800,000	46.2
County Operating Departments	48,460,236	30.3
Debt Service	22,950,000	14.4
Outside Agencies/Other	13,839,106	8.7
Capital Projects	<u>750,000</u>	<u>0.4</u>
	<u>\$159,799,342</u>	<u>100.0</u>

### FY 2011 General Fund Spending by Category



## County Administrator's Budget Message

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### BUDGET SUMMARY – GENERAL FUND SPENDING

<u>Expenditures</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Budget</u>	<u>Change (Percentage)</u>
WJCC Schools	\$73,727,700	\$73,800,000	0.1
County Operating Departments	49,879,026	48,460,236	-2.8
Debt Service	24,167,170	22,950,000	-5.0
Outside Agencies/Other	14,953,086	13,839,106	-7.4
Capital Projects	<u>600,000</u>	<u>750,000</u>	<u>15.9</u>
	<u>\$163,326,982</u>	<u>\$159,799,342</u>	<u>-2.2</u>

Spending for County operating departments drops by \$1,418,790 million, or 2.8 percent, while the contribution to the WJCC Schools' Operating Budget increases slightly by less than \$100,000 or 0.1 percent. This follows the guidance adopted by the Board that every effort would be made to provide approximately the same level of funding in FY 2011 to the WJCC Schools as was provided in FY 2010.

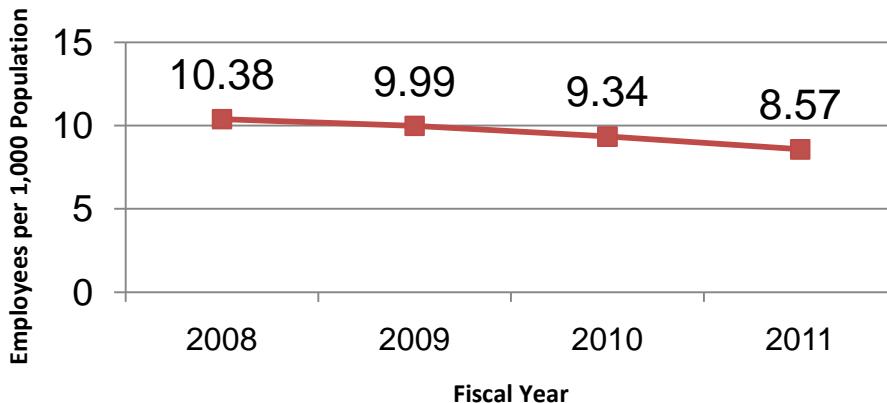
Over 86 percent of the \$1.4 million drop in spending in County operating departments comes from reductions in positions and benefits. We have been able to achieve this in large part because our employees have worked together to provide the best possible services within available resources and have created new, efficient ideas for the delivery of those services.

### **Positions**

A net of 30.5 Full-Time Equivalent (FTE) positions have been eliminated from the General Fund (GF) Budget. When added to the 24 GF FTEs eliminated in the FY 2010 budget, the result is an almost 10% reduction in positions over the past two years. This continues a downward trend of employees per 1,000 population, and represents a savings of \$1.2 million in salaries and benefits and a reduction in the size of government.

## County Administrator's Budget Message

### General Fund Employees Per 1,000 Population



Positions have been proposed for elimination where:

- Workload is declining, such as in Development Management Divisions of Planning and Zoning, Code Compliance, and Environmental Services.
- Efficiencies have been identified, such as the consolidation of the Community Services Manager with the Social Services Director position and assigning Social Services duties to the Assistant Manager of Community Services resulting in the movement of those positions to the Social Services budget with accompanying partial State funding and the elimination of the Community Services budget, and
- Services are being reduced, such as the James River Community Center being open fewer hours.
- State funding has been reduced, such as every Constitutional Office with locally-funded positions losing at least a half-time position.

The following chart shows where General Fund reductions have occurred:

Department	Full-Time	Part-Time	Full to Part-Time	FTEs
Community Services	8	8		12.0
Development Management	5		1	5.5
General Services	2	1		2.5
Financial/Management Services	2			2.0
Citizen Services	1	1		1.5
Constitutional Offices	4	1		4.5
Human Resources		2		1.0
Police		1		0.5
Fire	1			1
<b>Total</b>	<b>23</b>	<b>14</b>	<b>1</b>	<b>30.5</b>

## **County Administrator's Budget Message**

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Every department has lost at least one position. Unfortunately, two incumbents in part-time positions will be separated from employment. However, this is many fewer than we originally anticipated. Through holding positions open and identifying employees whose skills were a match for critical vacancies that needed to be filled, we were able to transfer and place almost all employees whose jobs were identified for elimination in other County positions. Board Members expressed the goal of eliminating positions where warranted while employing layoffs as a last result. Our employee committees echoed these sentiments saying that, where workload is down positions should be eliminated, and we should also try to the extent possible not to put the incumbents out of work. I believe we have met those objectives, and I appreciate Constitutional Officers, department managers, and affected staff for working with us to help balance this budget in a compassionate manner.

Only one position, a Groundskeeper, is proposed to be added to the General Fund in FY 2011. It will be paired with an existing Groundskeeper position to maintain the grounds at the two new schools and the seven athletic fields on that 60-acre site as well as the two newly-renovated fields at Matoaka Elementary School.

The position count is flat for FY 2012, but we will continue to monitor workload and opportunities for efficiencies as vacancies occur to reduce or reallocate positions as warranted.

### **Compensation**

In addition to the savings from the elimination of positions, no performance increases are programmed for employees in FY 2011 or FY 2012. This follows on the heels of no performance increases in FY 2010. The only salary increases included are those for employees who complete the requirements to advance along a career ladder, such as Police Officer advancing to Senior Police Officer.

Employees have been understanding about the economy and revenue picture that we face. They have asked that we do what we can to preserve their take home pay. I am pleased that I was able to balance the budget without pay cuts or furloughs.

### **Benefits**

Mirroring our efforts to preserve County services that are core to our mission while reducing others, this budget focuses on funding benefits identified by our employees as core, or most important, to them—retirement and health insurance—while reducing funding to others. Benefit costs are further reduced by the elimination of benefitted positions described above.

## County Administrator's Budget Message

The following chart shows where benefit reductions have occurred:

Benefit	% Reduction	General Fund \$ Savings
Employer Assisted Home Ownership	80%	\$72,000
Tuition Assistance Program	70%	\$76,000
Working Towards Wellness	40%	\$21,000
Deferred Compensation Match	50%	\$65,000
Period Physical Exams	100%	\$32,000
Total Annual Savings		\$194,000
Total One-Time Savings (Home Ownership Fund)		\$72,000

These benefit savings of about \$204,000 have been reallocated to help offset increases in the two core benefit programs. My proposed budget recommends picking up the 0.7% actuarial increase in our VRS rate and contributing 8.3% in additional funding to help offset increases to health insurance premiums. The 8.3% mirrors what the School Division will be adding to their health insurance funding and will help our employees preserve take home pay. Employees will also see an increase in premium and some co-pays, particularly in the Optima Plan. I favor retaining similar health insurance plan designs as we watch health care reform unfold and learn the full implications. The health insurance proposal includes some cost avoidance through self funding, a practice successfully employed by York County and the City of Williamsburg.

Benefit contributions are flat in FY 2012 with the exception of a 10% increase programmed for health insurance.

To summarize the personnel implications of the budget, I have cut positions and non-core benefits while freezing pay and maintaining retirement and health insurance to the extent possible. Our employees have shown great resilience and continue to provide outstanding customer service while managing personal financial concerns in an uncertain economy.

### **Non Personnel-Related County Operating Expenditures**

Spending in County operating departments for costs other than salaries and benefits dropped by \$192,100 mostly in travel, printing and motor fuel—a recognition of both less miles driven and a lower budgeted per gallon rate. Equipment maintenance and equipment replacements are increased as they were delayed last fiscal year.

### **Outside Agencies**

Requests from Outside agencies were reviewed thoroughly and requests from nonprofit community service agencies were evaluated by a staff/citizen Allocation Review Team (ART). Overall, Outside Agencies were reduced by about \$370,000, or about 10 percent of the overall spending reduction. These funding reductions are not recommended lightly. They are based primarily on limited revenues and, particularly, those from lodging taxes. Other factors taken into consideration include a review of financial statements, contributions from other localities, the range of services provided, County “in-kind” services provided in lieu of

## County Administrator's Budget Message

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cash and a re-examination of the assumptions that originally committed County taxpayer support to these agencies.

ART used four guiding principles in evaluating funding requests and making funding recommendations to the County Administrator:

- 1) Is the service considered essential to the well being of citizens who would not otherwise have access to the services?
- 2) If not provided, would the service fall back to local government to provide?
- 3) Is the nonprofit taking full advantage of all funding sources available?
- 4) Does the service relate to the James City County Comprehensive Plan?

There were no new agencies recommended for funding and no existing agencies were recommended for a funding increase. Many agencies are proposed for level funding; however, others are proposed for reductions or elimination of funding.

- \$205,000 less in lodging tax revenues devoted to tourism.
- Over \$11,000 less in support of business and regional agencies.
- Over \$110,000 in reductions to community service agencies, including:
  - Community Action Agency (CAA) - \$40,000 reduction in the Housing Program as CAA has received over \$1 million in ARRA funding for Housing support
  - Historic Triangle Senior Center - \$20,000 reduction in the Senior Social Program
  - Hospice - \$0 funding recommended, as there are other funding sources available to them and the service would not fall onto County government. This was communicated last year, but the agency did request funding in FY 2011.
  - Big Brothers/Big Sisters - \$6,978 reduction to the School Based Mentoring program.
  - Bacon Street-Legacy Program - \$0 funding recommended. This was communicated last year and no funding request was received.

Contributions to outside agencies emphasize the use of regional partners to deliver a variety of public services. These include, in addition to the Joint School System, a regional jail, juvenile detention center, courthouse, public/mental health services, public transit, and a regional library. Many of these agencies requested level or reduced funding.

Transfers are made each year from general operating revenues to the Debt Service Fund, included in Section F of this document. Bond principal and interest are paid from the Debt Service fund each year for the indebtedness the County has incurred. Planned debt service payments are shown for debt the County anticipates it will sell over the next five-year period.

## County Administrator's Budget Message

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Transfers are also made each year, funding permitting, from general operating revenues to the Capital Budget, shown in Section D of this budget. These funds are used for capital facilities and capital maintenance.

### CAPITAL PROJECTS FUND

The FY 2011 Capital Budget, found in Section D of this budget, is approximately \$7.6 million. This is split between Schools (64.2 percent) and other County needs (35.8 percent). Two projects comprise a majority share of the FY 2011 capital budget:

**DJ Montague Elem HVAC/Refurb** - \$3.9 million. This will fund the replacement of current HVAC system and involves painting the interior as well as carpet and tile replacement. This project is part of the division refurbishment schedule.

**Stormwater/Drainage** - \$2 million. It is recommended that this funding be reallocated from existing capital fund balances in Greenspace and Property Development Rights (PDR). The available balance of these two capital budgets, which are also proposed to be combined, is \$6,495,000 as of April 1, 2010. Any additional investments in Greenspace and PDRs would be made using referendum-approved bonds.

Also included in the FY 2011 budget are funds to replace a 13-year-old fire pumper that has had a history of significant maintenance issues. The new pumper would be equipped with the latest firefighting technology.

The FY 2012 budget proposes a Virginia Resource Authority bond issue to refurbish Building D, replace the HVAC in Building D, and then demolish Building C. The bonds would also include funding to replace and expand Fire Station #4 on the existing site on Olde Towne Road and to replace Kidsburg, offices and restrooms at Mid County Park, including the installation of new fences.

### OTHER FUNDS

The County has established separate funds for activity centers where the primary funding comes from Federal and State revenues. These are the County's Department of Social Services (DSS), Housing and Community Development (HCD), and Special Projects/Comprehensive Services Act (CSA). New this year is the Colonial Community Corrections (CCC) Budget. The General Fund budget shows only the amount transferred by the County to these four funds, the full budgets are include in Section F of this document. General oversight of DSS, HCD, CCC, and CSA comes from the Department of Community Services.

DSS works to provide safety net services to County residents. Staff also determines eligibility for benefit Programs such as Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps) and Temporary Assistance to Needy Families (TANF) which have seen continued increases over the past two years due to the recent economic situation that has created job losses. SNAP has increased 24% in FY 10 when compared to FY 09; TANF has increased 19% and

## **County Administrator's Budget Message**

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Medicaid by 19%. There has also been a 17% increase in children receiving Child Day Care Services.

The budget does not contain the estimated more than \$25 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community.

There is an increase in the local General Fund contribution largely due to the elimination of the Community Services budget after moving several positions and portions of line items to the DSS budget to fund 50% of the Assistant Community Services Manager's salary and fringes as well as 33% of the Community Services Manager's salary and fringes.

Housing and Community Development operates County-wide low- and moderate-income housing programs. Not included in these budgets are several million dollars of Federal and State loan and grant funds that are provided to first-time homebuyers through the County's participation in the VHDA SPARC Loan Program and the Hampton Roads Regional Loan Fund Partnership.

The CSA funding includes a portion of the local match for programs focusing on children at risk. Special Projects includes a grant-funded half-time employee in the Office of the Commonwealth Attorney.

Colonial Community Corrections (CCC) serves James City County, York County, Poquoson, Charles City County, New Kent County, and the City of Williamsburg. In addition to providing community-based probation and pretrial services, CCC serves as staff to the Criminal Justice Board. James City County has served as the Fiscal Agent and Project Administrator for CCC since inception, and staff believes that its budget should be adopted by the Board of Supervisors and it is included for your consideration.

### **JAMES CITY SERVICE AUTHORITY**

The James City Service Authority (JCSA) budget for FY 2011, found in Section E of this document, presents the financial plan for operating and capital costs of water and sewer utilities that the utility provides to certain areas of the County. The JCSA is financed entirely by user fees and receives no tax money from the County. No rate increases are proposed for FY 2011 for either consumption charges or availability/connection fees. The decline in new construction in the County has reduced connection fee revenue which has been dedicated to capital spending.

Beyond the normal operations of a water and sewer utility, the FY 2011 budget focuses on debt service for funds previously borrowed under a water supply agreement with the Newport News Waterworks. The Capital Budget primarily is targeted to fund additional engineering and construction costs related to the Environmental Protection Agency and the Department of Environmental Quality Sanitary Sewer Overflow consent order. These mandated sewer system improvements are affecting not only the JCSA but the entire Hampton Roads region. Four JCSA positions are also eliminated.

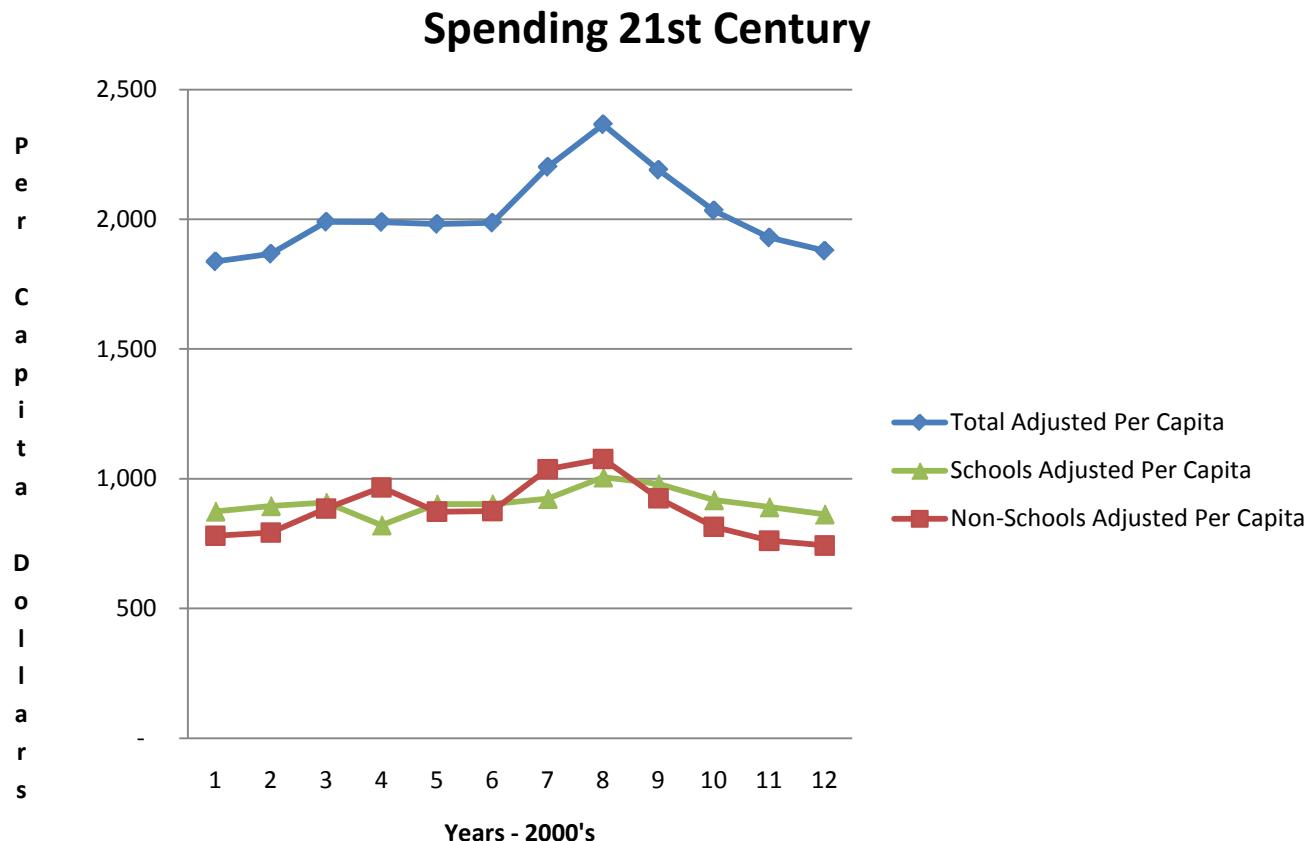
# County Administrator's Budget Message

## FY 2012 Plan

The Fiscal Year 2012 plan projects a modest increase in revenues and spending. There will be no general reassessment for FY 2012, so real estate revenues only show a slight increase due to the adding of new construction. Personal property revenues increase for the second year and local sales tax is projected to increase modestly. Spending plans include the operational expenses associated with the opening of the new Police Building in July 2011.

## SUMMARY

This biennium budget was a difficult one to balance, since we were faced with less revenue for the third year in a row and did not include any significant revenue alternatives. The budget was balanced by reducing expenditures in a manner, I hope, that avoids major pain through minimizing non-core service reductions, preserving pay and avoiding layoffs to the extent possible, and maintaining level funding for the School Division. However, it also continues the trend of eroding the investment in programs that have made the County a quality community such as underground utilities, highway landscaping and maintenance, trail maintenance and the County's Capital Improvement Program. When adjusted for population and inflation, both School and Non School operating spending is at pre 2001 levels.



## County Administrator's Budget Message

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This budget does not defer difficult decisions to another year like the State has done. The State revenue declines continue to be concerning, and more pressure needs to be put on the General Assembly so that State mandates and Offices do not become local funding responsibilities. In other words, "Enough is Enough"!

I want to thank our citizens, business community, partners, and employees for their input into this process, and the Board for the opportunity to present you with my final budget as County Administrator. It has been an honor and a privilege to work with you in serving this wonderful community. I hope that, in future years, we will be in a better financial position to continue those investments that make the County such a quality community. I couldn't have been successful without the County staff whose dedication and professionalism is the cornerstone to effective government. I hope that you will also continue to invest in them when the financial picture brightens. They have certainly come through for the community during this economic turmoil. Recovery from this recession will be slow, but with leadership and the solid County staff, this community will emerge stronger.

Respectfully submitted,



Sanford B. Wanner  
County Administrator

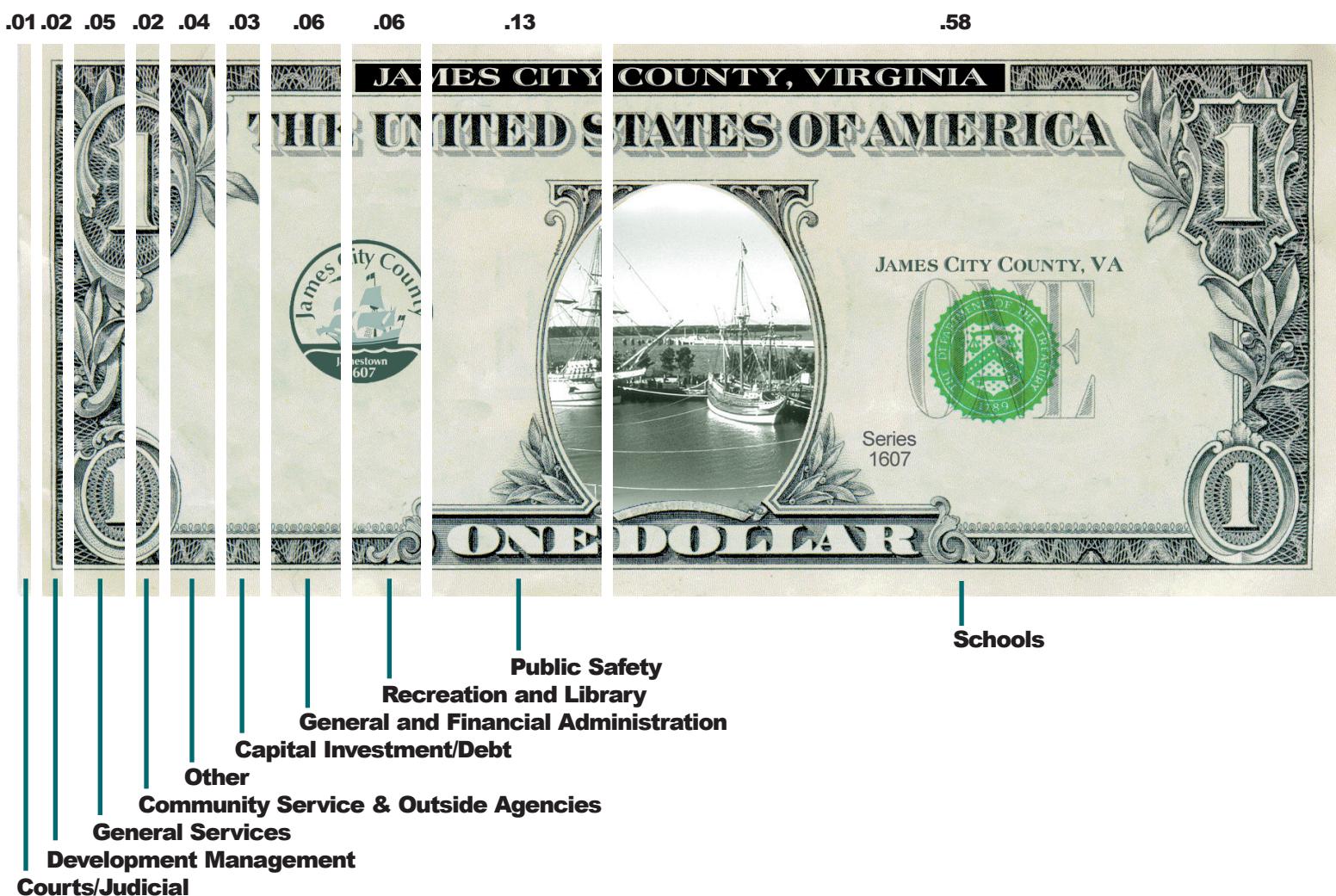
### Changes from the Proposed to Adopted FY 2011 Budget

- An increase of \$9,000 to Contributions to Other Outside Agencies for Hospice funding.
- A decrease in expenditures of \$33,000 to reflect cost savings from Stormwater's relocation to County owned office space.
- A net increase of \$24,000 in Operating Contingency due to lease cost savings for the Stormwater Division and funding provided for Hospice.
- A decrease of \$2,000,000 in Capital Projects Revenues and Expenditures to reflect elimination of the proposed transfer from Greenspace/PDR cash balances.
- An increase of \$6,703 to the Housing and Community Development budget to reflect the correct General Fund contribution amount.

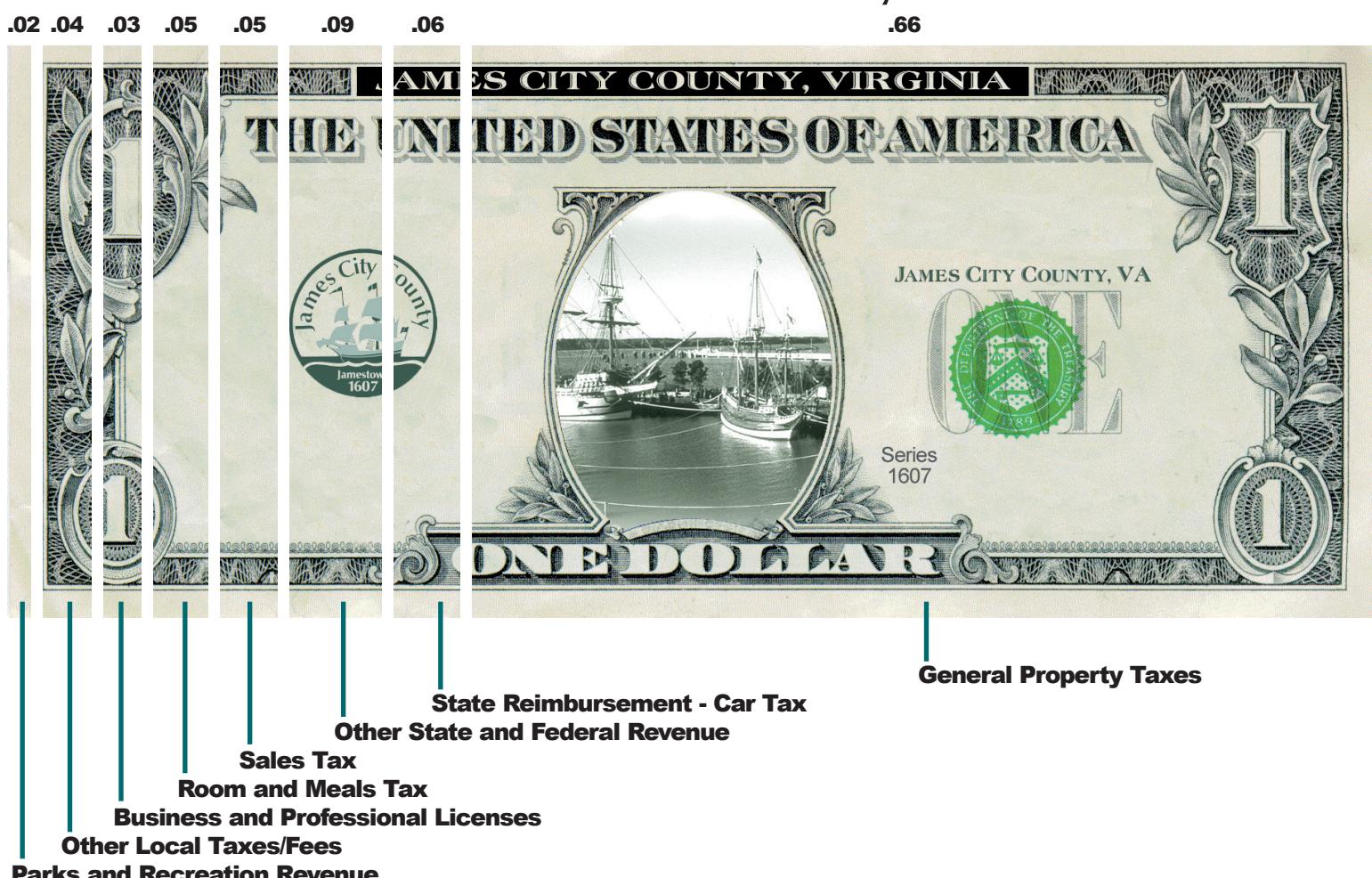
## FY 2011 – How each dollar in the County will be spent...

Let's say all the County spends each year to provide the tax-supported services in the Operating Budget became one hundred pennies (one dollar).

If that is the case, here's how the 2011 pennies are spent:



## Where each dollar in the County comes from...

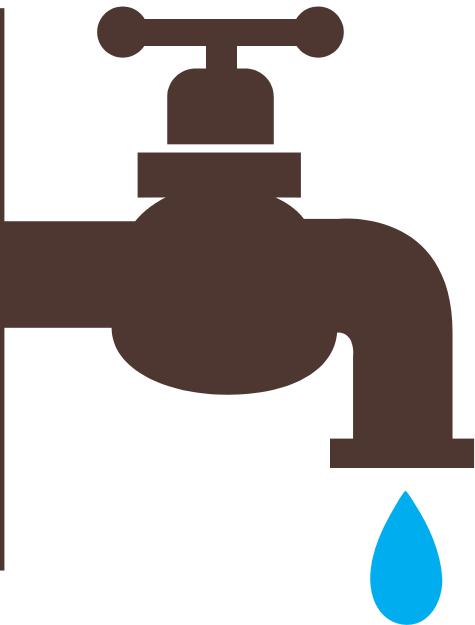




## Capital Improvements Program

### Where the money comes from...

FY 2011	
Debt	\$4,629,577
General Fund	\$750,000
Other	\$250,000
Total	\$5,629,577



### Where the money goes...

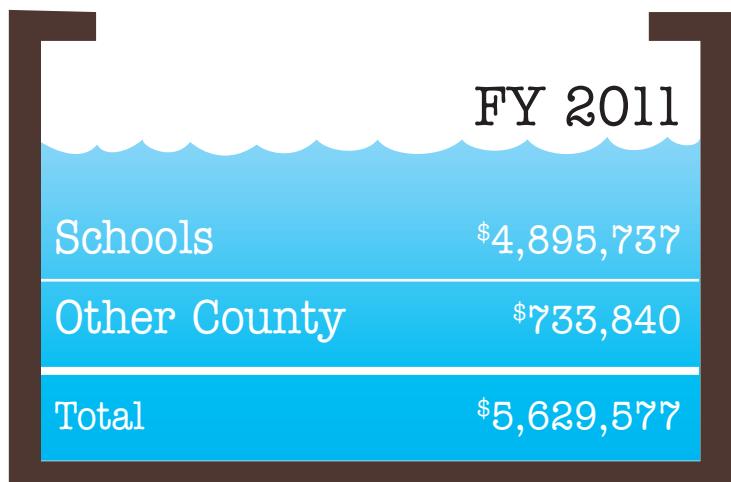


Chart A-2

## Detailed Summary Revenues

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	<b>FY 2010 Adopted</b>	<b>FY 2010 Projected</b>	<b>FY 2011 Adopted</b>	<b>FY 2012 Plan</b>
<b>B-2 General Property Taxes</b>	\$ 106,781,577	\$ 107,109,096	\$ 106,205,434	\$ 107,049,244
<b>B-4 Other Local Taxes</b>	18,480,000	18,215,000	18,215,000	18,370,000
<b>B-5 License, Permits and Fees</b>	7,365,750	6,467,000	6,241,250	6,396,250
<b>B-6 Fines and Forfeitures</b>	350,000	300,000	300,000	325,000
<b>B-7 Revenues from Use of Money and Property</b>	780,000	530,000	280,000	280,000
<b>B-8 Revenue from the Commonwealth</b>	24,636,204	24,259,110	23,390,237	23,302,804
<b>B-10 Revenue from the Federal Government</b>	5,868	7,000	7,000	7,000
<b>B-11 Charges for Current Services</b>	4,733,175	4,583,336	5,006,721	5,050,221
<b>B-12 Miscellaneous Revenues</b>	194,408	180,600	153,700	153,700
<b>TOTAL REVENUES</b>	<b>\$ 163,326,982</b>	<b>\$ 161,651,142</b>	<b>\$ 159,799,342</b>	<b>\$ 160,934,219</b>

**BUDGET SUMMARY**

	FY 10 Adopted	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Real Estate	\$ 83,868,503	\$ 84,279,631	\$ 83,302,075	\$ 83,421,030
Personal Property	14,305,574	13,949,266	14,590,859	15,310,714
Mobile Homes	85,000	80,000	80,000	85,000
Machinery and Tools	5,000,000	5,200,000	4,900,000	4,900,000
Public Service	1,490,000	1,515,199	1,500,000	1,500,000
Delinquent Real Estate Taxes	1,100,000	1,100,000	900,000	900,000
Delinquent Personal Property	300,000	350,000	300,000	300,000
Delinquent Mobile Homes	7,500	10,000	7,500	7,500
Penalties and Interest	625,000	625,000	625,000	625,000
Total	\$ <u>106,781,577</u>	\$ <u>107,109,096</u>	\$ <u>106,205,434</u>	\$ <u>107,049,244</u>

**BUDGET COMMENTS**

**General Property Taxes** include revenues received from levies made on real and personal property of County property owners and business establishments.

**Real Estate Property Taxes** on residential and business land and buildings are based upon a tax rate per \$100 of assessed value, which is adopted by the Board of Supervisors during the budget process. The tax rate is then applied to the assessed value of individual property, as determined by the Real Estate Assessor during the assessment process. The Commonwealth of Virginia requires localities to assess real property at 100 percent of market value. Market value is the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale.

The proposed FY 2011 revenue, when compared to the adopted FY 2010 figure represents a decrease of 0.7 percent. Reductions in assessments lowered the actual taxable value approximately 1.2 percent, but that reduction was partially offset by new development.

**Personal Property Taxes** are assessed by the Commissioner of the Revenue on four major property categories - individual personal property, business personal property, mobile homes, and machinery and tools. The tax rate is \$4.00 per \$100 of assessed value. Individual and business vehicles are assessed at 100 percent of loan value as determined by the National Automobile Dealers Association. Business equipment, machinery, and tools are assessed at 25 percent of capitalized cost. Mobile homes are assessed at current market value and are billed at the real estate tax rate. The State currently subsidizes localities with a total amount for taxes on some vehicles used for personal use and, as a result, the collection of personal property taxes has partially shifted from local taxpayers to the State under the State's "Car Tax" initiative. The chart on page B-3 illustrates the impact.

***BUDGET COMMENTS, Continued***

<u>"Car Tax" Impacts</u>	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>	FY 12 <u>Plan</u>
Local Collections From the Commonwealth	\$ 14,305,574 <u>9,557,223</u>	\$ 14,590,859 <u>9,770,137</u>	\$ 15,310,714 <u>9,770,137</u>
	\$ <u>23,862,797</u>	\$ <u>24,360,996</u>	\$ <u>25,080,851</u>

In 2005 the General Assembly permanently capped the State's share of the "Car Tax" beginning in 2006. The State is projected to pay approximately 61 percent of the "Car Tax" for an eligible personal use vehicle in FY 2011.

Unaffected by the State's "Car Tax" initiative are County personal property assessments on boats, airplanes, trucks, trailers, and business personal property.

Overall, local personal property collections are expected to increase in FY 2011 by 2.0 percent when compared to FY 2010 budget.

**Public Service Assessments** are performed by the State Corporation Commission on property owned by regulated public utilities, which include railroads, electric, telephone, gas, and telecommunications companies. The assessments are based on value and the effective true tax rate. This rate is calculated by multiplying the nominal tax rate of \$0.77 by the median sales assessment ratio. The most recent information available is for 2008 when the ratio was 87.60 percent. This ratio has increased slightly making the effective true tax rate \$0.6992 per hundred. Public Service Assessments are projected to increase slightly as the assessment ratio is expected to rise.

**Machinery and Tools** are those items of business personal property that are used in a manufacturing application and the assessment of machinery and tools is based on costs. FY 2011 collections are expected to decrease when compared to the FY 2010 collections due to a timing issue related to payments that were expected to be received within the FY 2009 time frame but were not collected until FY 2010.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Local Sales Tax	\$ 8,550,000	\$ 8,350,000	\$ 8,400,000	\$ 8,550,000
Transient Occupancy Tax	2,100,000	1,800,000	1,800,000	1,800,000
\$2 Per Night Room Tax	700,000	675,000	675,000	675,000
Meals Tax	5,500,000	5,500,000	5,500,000	5,500,000
Delinquent Taxes	30,000	25,000	25,000	30,000
Deeds of Conveyance	275,000	275,000	275,000	275,000
Bank Franchise Tax	325,000	340,000	340,000	340,000
Recordation Tax	1,000,000	1,250,000	1,200,000	1,200,000
Total	\$ <u>18,480,000</u>	\$ <u>18,215,000</u>	\$ <u>18,215,000</u>	\$ <u>18,370,000</u>

**BUDGET COMMENTS**

Other Local Taxes include the budget for the 1 percent Local Sales Tax. This tax is collected with the 4.0 percent State sales tax at the time of sale, and remitted to the County. Slight increases over FY10 projections are estimated.

**Transient Occupancy Room Tax** revenues are those received from the 5 percent tax imposed on hotel, motel room sales, and rental condominium units. 60 percent of this tax revenue is targeted toward tourism in compliance with State law. Receipts are expected to remain flat when compared to FY 2009 collections. The \$2 Per Night Room Tax revenue is passed through to the Williamsburg Area Chamber and Tourism Alliance for marketing by the Williamsburg Area Destination Marketing Committee (WADMC).

The **Meals Tax** represents a tax on prepared food and beverages. The County levies a 4 percent tax. Because of the impact on tourism in the County, it is estimated that 70 percent of the revenue is generated by nonresidents of the County. These projections are expected to remain flat.

**Deeds of Conveyance** records revenue received from the tax imposed on conveyance of property deeds. The tax is based on the value of the property involved. Revenues are expected to remain level.

**Bank Franchise Tax** represents revenue received from the tax imposed on bank deposits in County bank branches less certain allowable deductions. This revenue is expected to be level.

The **Recordation Taxes** are fees levied for documents recorded at the Clerk of Circuit Court's Office. Fees vary based on the type of document and the value of real estate. These taxes are projected to increase over the FY10 budgeted amount, although slightly less than actually collected in FY10.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Bus. and Prof. Licenses	\$ 5,700,000	\$ 5,000,000	\$ 4,750,000	\$ 4,850,000
Motor Vehicle Licenses	125,000	130,000	130,000	130,000
Business License Penalty	130,000	140,000	135,000	135,000
Business License Interest	30,000	30,000	30,000	30,000
License Tax - Utilities	315,000	300,000	310,000	315,000
Building Permits	705,500	625,000	625,000	675,000
Planning and Zoning Fees	140,000	100,000	100,000	100,000
Dog Licenses	38,000	40,000	40,000	40,000
Septic Tank Permit Fees	2,000	2,000	2,000	2,000
Stormwater Inspection Fees	19,250	16,000	19,250	19,250
Revenues – Erosion Control	<u>161,000</u>	<u>84,000</u>	<u>100,000</u>	<u>100,000</u>
Total	<u>\$ 7,365,750</u>	<u>\$ 6,467,000</u>	<u>\$ 6,241,250</u>	<u>\$ 6,396,250</u>

**BUDGET COMMENTS**

This budget provides for revenues received from various permit and privilege fees required by the County.

**Business and Professional License Fees** are collected in May of each year and are based on the previous calendar year's business gross receipts. In FY 2010, revenues are not expected to meet budget and FY11 is expected to decline by another 5 percent.

**Motor Vehicle Registration Fees** are based on an initial fee of \$10 for vehicles registered in the County; there is no annual local fee.

**Dog Licenses** are \$5.00 per year for spayed/neutered dogs and \$8.00 for unaltered dogs. Three-year licenses are also available.

**Planning, Zoning, Erosion Control Fees, and Building Permits** are based on the volume of development and are used to offset costs from the Planning, Environmental, and Code Compliance Divisions and cost allocations from internal service departments. The budget estimates have declined over the past few years as activity has diminished.

**Septic Tank Permit Fees** are \$100 and are used to offset inspection and soil testing costs necessary to establish appropriate sites for septic tanks.

**Stormwater Inspection Fees** offset the cost of Stormwater construction inspection activities. The fee is assessed at \$900 per BMP and \$0.90 per linear foot of storm drain or channel.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Fines and Forfeitures	\$ <u>350,000</u>	\$ <u>300,000</u>	\$ <u>300,000</u>	\$ <u>325,000</u>

**BUDGET COMMENTS**

This category of revenue reflects monies received as a result of the imposition of fines on persons charged with violations of County ordinances. FY 2011 is expected to be flat with FY 2010 projections.

**BUDGET SUMMARY**

	<u>FY 10 Adopted</u>	<u>FY 10 Projected</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
Interest on Short-Term Investments	\$ 500,000	\$ 250,000	\$ 0	\$ 0
Rent	\$ <u>280,000</u>	\$ <u>280,000</u>	\$ <u>280,000</u>	\$ <u>280,000</u>
	<u>\$ 780,000</u>	<u>\$ 530,000</u>	<u>\$ 280,000</u>	<u>\$ 280,000</u>

**BUDGET COMMENTS**

The Treasurer invests funds that are available but not needed for immediate disbursement. Funds are invested overnight in a Local Government Investment Pool and a core portfolio of U.S. Government obligations. Since interest rates have been volatile over the past few years, revenues received from interest earnings have been moved to the Capital Improvement Fund. Here, the fluctuations can be more easily absorbed in a five year plan.

Rent payments from the leasing of radio towers space, Legacy Hall, and the Jamestown Marina are shown here.

**BUDGET SUMMARY**

	<u>FY 10 Adopted</u>	<u>FY 10 Projected</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
<u><b>Non-Categorical Aid:</b></u>				
Recordation Tax Distribution	\$ 439,052	\$ 450,000	\$ 321,485	\$ 321,485
HB 599 Payments	1,406,239	1,384,802	1,368,428	1,229,699
State Car Tax Reimbursement	9,770,137	9,770,137	9,770,137	9,770,137
Communication Sales and Use Tax	2,000,000	1,700,000	1,600,000	1,520,000
Car Rental Sales Tax	70,000	75,000	70,000	70,000
Mobile Home Tax Com.	40,000	42,000	40,000	40,000
Rolling Stock Tax	53,698	51,000	51,000	51,000
DMV Satellite Office	48,000	41,500	42,000	42,000
	<u>13,827,126</u>	<u>13,514,439</u>	<u>13,263,050</u>	<u>13,044,321</u>
<u><b>Shared Expenses (Categorical):</b></u>				
Sales Tax for Education	8,479,161	8,478,455	8,000,000	8,160,000
Share of Expenses for:				
Treasurer	193,327	183,906	156,297	156,297
Commissioner of the Revenue	184,213	174,462	158,019	158,019
General Registrar	57,255	57,255	48,214	48,214
Sheriff	712,538	689,132	672,788	654,084
Commonwealth's Attorney	518,734	505,945	491,415	491,415
Clerk of the Circuit Court	438,415	420,716	445,019	445,019
Medical Examiner	300	300	300	300
	<u>10,583,943</u>	<u>10,510,171</u>	<u>9,972,052</u>	<u>10,113,348</u>
<u><b>Categorical Aid:</b></u>				
Commission for the Arts	5,000	5,000	5,000	5,000
Wireless Board	140,135	149,500	150,135	140,135
VDOT - Revenue Sharing	<u>80,000</u>	<u>80,000</u>	<u>0</u>	<u>0</u>
	<u>225,135</u>	<u>234,500</u>	<u>155,135</u>	<u>145,135</u>
Total	\$ <u>24,636,204</u>	\$ <u>24,259,110</u>	\$ <u>23,390,237</u>	\$ <u>23,302,804</u>

**BUDGET COMMENTS**Description

This budget provides for revenue received from the Commonwealth of Virginia in three categories - Non-Categorical Aid, Shared Expenses (Categorical), and Categorical Aid. Non-Categorical Aid includes revenues which are raised by the State and shared with the local government. The use of such revenues is at the discretion of the local government. Shared Expenses (Categorical) includes revenues received from the Commonwealth for the State's share of expenditures in activities that are considered to be joint responsibilities. Categorical Aid includes revenues received from the Commonwealth, which are designated by the Commonwealth for a specific use by the local government.

Change

State revenues estimates for FY 2011 are about \$1.2 million less than the FY10 budget. Recordation Tax Distributions are based on figures received from the State whereas the State has reduced overall funding by over 30 percent. Communication Sales & Use Taxes continue to decline as the State siphons additional "administrative fees" from this fund. State support for Constitutional Offices and the General Registrar continue to decline rapidly. The State has reduced its reimbursement for these offices, while still mandating that certain salaries and fringe benefits are to be paid by the locality. This situation grows more intolerable each year and is unfair to local governments by requiring them to pay for State responsibilities.

The State Car Tax Reimbursement is the State's share of the "No Car Tax" initiative and it has the following impact on local taxpayers:

	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>	FY 12 <u>Plan</u>
Local Collections From the Commonwealth	\$ 14,305,574 <u>9,557,223</u>	\$ 14,590,859 <u>9,770,137</u>	\$ 15,310,714 <u>9,770,137</u>
	\$ <u>23,862,797</u>	\$ <u>24,360,996</u>	\$ <u>25,080,851</u>

The FY 2011 projection reflects the permanent cap on the State's current share of the "Car Tax" that began in 2006. The State is projected to pay approximately 61 percent of the "Car Tax" for an eligible personal use vehicle.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Payments in Lieu of Taxes	\$ <u>5,868</u>	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>

**BUDGET COMMENTS**

This budget provides for payments received from the Federal Government in lieu of taxes.

While the County General Fund realizes little in Federal funds, other County activities receive Federal funds as their principal financing source. These include the Departments of Social Services and Community Development. These budgets are shown in Section F of this document in addition to any Federal funds specifically related to grants. The Williamsburg-James City County Schools also receive Federal funds.

Federal stimulus funding for projects, such as Supplemental Nutrition Assistance Program (SNAP, formally Food Stamps) is not included in the General Fund budget, although agencies dependent on State funding (WJCC Schools and Social Services) have included some funding in their budgets.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Excess Fees - Clerk	\$ 187,500	\$ 165,000	\$ 165,000	\$ 165,000
Sheriff, Deputies, and Jail Fees	175,000	155,000	160,000	165,000
Other Fees for Service	116,000	83,750	110,500	109,000
Parks and Recreation Revenues	2,649,675	2,529,586	2,901,221	2,901,221
ALS/BLS Fees	1,605,000	1,650,000	1,670,000	1,710,000
Total	\$ 4,733,175	\$ 4,583,336	\$ 5,006,721	\$ 5,050,221

**BUDGET COMMENTS**

This budget provides for revenue received as a result of fees charged for certain services provided to citizens and other public agencies. It does not include revenues for enterprise type activities (e.g., water and sewer charges), which are budgeted under their respective activities.

One-third of the excess fees collected by the Clerk of the Circuit Court are accounted for in this area.

New and increased Recreation user fees are included in this proposal. The County Administrator, by County Code, has the authority to increase Recreation user fees. Rec Connect Before & After School fee increases of \$5 per week, Community Center fee increases and facility usage fees that the County Administrator has approved are all included in the revenue estimate.

Estimates for ALS/BLS (Advanced Life Support/Basic Life Support) fees show modest growth.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Insurance Recovery	\$ 33,908	\$ -	\$ -	\$ -
Sale of County Vehicle or Equipment	25,000	75,000	50,000	50,000
Xerox Machines	30,000	5,000	5,000	5,000
Streetlights and Signs	5,000	2,500	2,500	2,500
Code Books and Ordinances	500	200	200	200
Court Appointed Attorneys	10,000	16,000	15,000	15,000
Miscellaneous	75,000	66,000	65,000	65,000
Parking Tickets	15,000	15,900	16,000	16,000
Total	\$ <u>194,408</u>	\$ <u>180,600</u>	\$ <u>153,700</u>	\$ <u>153,700</u>

**BUDGET COMMENTS**

This budget provides for small or nonrecurring revenues received that are not appropriately recorded under other revenue budgets. These include receipts from the sale of used property and equipment and receipts from the sale of County Code Books and Ordinances.

## Detailed Summary Expenditure

	<b>FY 2010 ADOPTED</b>	<b>FY 2011 ADOPTED</b>	<b>DIFF FROM FY10 \$</b>	<b>%</b>	<b>FY 2012 PLAN</b>	<b>DIFF FROM FY11 \$</b>	<b>%</b>
<b>ADMINISTRATIVE</b>							
C-3 <b>Board of Supervisors</b>	\$228,209	\$187,925	(\$40,284)	(17.7)%	\$190,120	\$2,195	1.2%
C-4 <b>County Administration</b>	387,171	402,901	15,730	4.1%	403,931	1,030	.3%
C-5 <b>Economic Development</b>	382,346	370,587	(11,759)	(3.1%)	367,421	(3,166)	(.9%)
C-6 <b>County Attorney</b>	443,502	449,869	6,367	1.4%	453,957	4,088	.9%
	<b>\$1,441,228</b>	<b>\$1,411,282</b>	<b>(\$29,946)</b>	<b>(2.1)%</b>	<b>\$1,415,429</b>	<b>\$4,147</b>	<b>.3%</b>
<b>CITIZEN SERVICES</b>							
C-7 <b>Satellite Services Office</b>	\$192,234	\$192,160	(\$74)	-	\$194,313	\$2,153	1.1%
C-8 <b>Communications</b>	451,677	533,741	82,064	18.2%	536,073	2,332	.4%
C-9 <b>Neighborhood Connections</b>	205,403	-	(205,403)	(100.0%)	-	-	-
C-10 <b>Cooperative Extension Service</b>	61,687	48,861	(12,826)	(20.8%)	48,861	-	-
	<b>\$911,001</b>	<b>\$774,762</b>	<b>(\$136,239)</b>	<b>(15.0)%</b>	<b>\$779,247</b>	<b>\$4,485</b>	<b>.6%</b>
<b>ELECTIONS</b>							
C-11 <b>General Registrar</b>	\$177,532	\$180,143	\$2,611	1.5%	\$180,697	\$554	.3%
C-12 <b>Electoral Board/Elections</b>	114,601	115,512	911	.8%	233,878	118,366	102.5%
	<b>\$292,133</b>	<b>\$295,655</b>	<b>\$3,522</b>	<b>1.2%</b>	<b>\$414,575</b>	<b>\$118,920</b>	<b>40.2%</b>
<b>HUMAN RESOURCES</b>							
C-13 <b>Human Resources</b>	\$482,856	\$412,030	(\$70,826)	(14.7)%	\$423,355	\$11,325	2.7%
C-14 <b>Training and Quality Performance</b>	267,030	209,605	(57,425)	(21.5%)	210,671	1,066	.5%
	<b>\$749,886</b>	<b>\$621,635</b>	<b>(\$128,251)</b>	<b>(17.1)%</b>	<b>\$634,026</b>	<b>\$12,391</b>	<b>2.0%</b>
<b>FINANCIAL ADMIN</b>							
C-15 <b>Treasurer</b>	\$1,082,114	\$1,055,735	(\$26,379)	(2.4)%	\$1,065,605	\$9,870	.9%
C-16 <b>Commissioner of the Revenue</b>	695,898	693,072	(2,826)	(.4%)	700,031	6,959	1.0%
C-17 <b>Financial and Management Services</b>	893,084	865,942	(27,142)	(3.0%)	871,856	5,914	.7%
C-18 <b>Accounting</b>	169,942	150,326	(19,616)	(11.5%)	159,040	8,714	5.8%
C-19 <b>Purchasing</b>	261,037	266,893	5,856	2.2%	268,519	1,626	.6%
C-20 <b>Real Estate Assessments</b>	797,784	749,423	(48,361)	(6.1%)	762,099	12,676	1.7%
	<b>\$3,899,859</b>	<b>\$3,781,391</b>	<b>(\$118,468)</b>	<b>(3.0)%</b>	<b>\$3,827,150</b>	<b>\$45,759</b>	<b>1.2%</b>
<b>GENERAL SERVICES</b>							
C-21 <b>General Services</b>	\$1,066,597	\$1,018,955	(\$47,642)	(4.5)%	\$1,027,190	\$8,235	.8%
C-22 <b>Facilities Management</b>	2,148,872	2,186,317	37,445	1.7%	2,428,082	241,765	11.1%
C-23 <b>Stormwater</b>	748,668	642,822	(105,846)	(14.1)%	659,849	17,027	2.6%
C-24 <b>Grounds Maintenance</b>	1,115,433	1,171,100	55,667	5.0%	1,167,640	(3,460)	(.3%)
C-25 <b>Fleet Maintenance</b>	714,534	773,077	58,543	8.2%	778,146	5,069	.7%
C-26 <b>Solid Waste Management</b>	1,381,869	1,367,742	(14,127)	(1.0%)	1,413,712	45,970	3.4%
	<b>\$7,175,973</b>	<b>\$7,160,013</b>	<b>(\$15,960)</b>	<b>(.2)%</b>	<b>\$7,474,619</b>	<b>\$314,606</b>	<b>4.4%</b>
<b>INFORMATION RESOURCES MGT</b>							
C-27 <b>Information Resources Management</b>	\$2,026,495	\$2,013,650	(\$12,845)	(.6)%	\$2,109,269	\$95,619	4.7%
<b>DEVELOPMENT MGT</b>							
C-28 <b>Development Management</b>	\$237,884	\$237,006	(\$878)	(.4)%	\$239,722	\$2,716	1.1%
C-29 <b>Planning and Zoning</b>	1,375,114	1,321,666	(53,448)	(3.9%)	1,260,744	(60,922)	(4.6%)
C-30 <b>Environmental Division</b>	1,052,353	883,980	(168,373)	(16.0%)	893,339	9,359	1.1%
C-31 <b>Code Compliance</b>	1,041,957	944,382	(97,575)	(9.4%)	952,470	8,088	.9%
	<b>\$3,707,308</b>	<b>\$3,387,034</b>	<b>(\$320,274)</b>	<b>(8.6)%</b>	<b>\$3,346,275</b>	<b>(\$40,759)</b>	<b>(1.2)%</b>

## Detailed Summary Expenditure

	<b>FY 2010 ADOPTED</b>	<b>FY 2011 ADOPTED</b>	<b>DIFF FROM FY10 \$</b>	<b>%</b>	<b>FY 2012 PLAN</b>	<b>DIFF FROM FY11 \$</b>	<b>%</b>
<b>JUDICIAL</b>							
C-32 Courts/Judicial	\$326,546	\$328,812	\$2,266	.7%	\$326,305	(\$2,507)	(.8)%
C-33 Courthouse	419,565	439,567	20,002	4.8%	441,122	1,555	.4%
C-34 Clerk of the Circuit Court	692,525	699,408	6,883	1.0%	703,945	4,537	.6%
C-35 Commonwealth's Attorney	753,473	792,877	39,404	5.2%	797,914	5,037	.6%
	<b>\$2,192,109</b>	<b>\$2,260,664</b>	<b>\$68,555</b>	<b>3.1%</b>	<b>\$2,269,286</b>	<b>\$8,622</b>	<b>.4%</b>
<b>PUBLIC SAFETY</b>							
C-36 Fire Department	\$6,992,160	\$7,084,079	\$91,919	1.3%	\$7,264,135	\$180,056	2.5%
C-37 Emergency Medical Services	2,207,518	2,195,824	(11,694)	(.5%)	2,247,174	51,350	2.3%
C-38 Police Department	8,039,578	8,108,160	68,582	.9%	8,251,494	143,334	1.8%
C-39 Animal Control	182,176	170,846	(11,330)	(6.2%)	172,227	1,381	.8%
C-40 Sheriff	1,234,956	1,191,979	(42,977)	(3.5%)	1,180,661	(11,318)	(.9)%
C-41 Office of Emergency Management	255,223	249,622	(5,601)	(2.2%)	247,807	(1,815)	(.7)%
C-42 Emergency Communications	2,526,436	2,420,154	(106,282)	(4.2%)	2,462,473	42,319	1.7%
	<b>\$21,438,047</b>	<b>\$21,420,664</b>	<b>(\$17,383)</b>	<b>(.1%)</b>	<b>\$21,825,971</b>	<b>\$405,307</b>	<b>1.9%</b>
<b>COMMUNITY SERVICES</b>							
C-43 Community Services	\$332,985	-	(\$332,985)	(100.0)%	-	-	-
C-44 Parks and Recreation	5,712,002	5,300,486	(411,516)	(7.2%)	5,314,301	13,815	.3%
	<b>\$6,044,987</b>	<b>\$5,300,486</b>	<b>(\$744,501)</b>	<b>(12.3%)</b>	<b>\$5,314,301</b>	<b>\$13,815</b>	<b>.3%</b>
<b>COUNTY OPERATIONS</b>							
	<b>\$49,879,026</b>	<b>\$48,427,236</b>	<b>(\$1,451,790)</b>	<b>(2.9%)</b>	<b>\$49,410,148</b>	<b>\$982,912</b>	<b>2.0%</b>
C-46 Contributions - Other Outside Agencies	\$2,933,282	\$2,575,978	(\$357,304)	(12.2)%	\$2,575,978	-	-
C-48 Nondepartmental	4,647,808	4,750,556	102,748	2.2%	4,422,886	(327,670)	(6.9)%
C-49 Contribution to Capital Projects	647,300	750,000	102,700	15.9%	750,000	-	-
C-50 Contribution to Williamsburg-James City County Schools	94,165,696	92,220,815	(1,944,881)	(2.1%)	92,530,815	310,000	.3%
C-52 Williamsburg Regional Library System and Arts Center	4,267,834	4,102,823	(165,011)	(3.9%)	4,102,823	-	-
C-53 Other Regional Entities	3,117,864	3,102,404	(15,460)	(.5%)	3,246,792	144,388	4.7%
C-54 Health Services	1,552,118	1,552,118	-	-	1,552,118	-	-
C-55 Contributions to Other Funds	2,116,054	2,317,412	201,358	9.5%	2,342,659	25,247	1.1%
<b>OTHER OPERATIONS</b>	<b>\$113,447,956</b>	<b>\$111,372,106</b>	<b>(\$2,075,850)</b>	<b>(1.8%)</b>	<b>\$111,524,071</b>	<b>\$151,965</b>	<b>.1%</b>
<b>TOTAL</b>	<b>\$163,326,982</b>	<b>\$159,799,342</b>	<b>(\$3,527,640)</b>	<b>(2.2%)</b>	<b>\$160,934,219</b>	<b>\$1,134,877</b>	<b>.7%</b>

**DESCRIPTION OF SERVICES**

The Board of Supervisors is composed of five County residents, elected by District, and each supervisor serves a four-year term. The Board is responsible for legislative policy, adopting County ordinances and budgets, and for hiring both the County Administrator and County Attorney.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 118,284	\$ 111,928	\$ 114,123
Operating	109,925	75,997	75,997
Total	<u>\$ 228,209</u>	<u>\$ 187,925</u>	<u>\$ 190,120</u>

**PERSONNEL**

Full-time Personnel	1	1	1
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
# recipients for Board of Supervisors Information E-mail List	N/A	210	250	280

**BUDGET COMMENTS**

This budget reflects a reduction in professional services, which had been used in FY10 in part for the search of a new County Administrator.

**DESCRIPTION OF SERVICES**

The County Administrator is the Chief Administrative Officer of the County. He is appointed by the Board of Supervisors and is responsible to the Board for the execution of policies it establishes. He is expected to handle the daily administrative operations of the County, as well as recommend service and policy improvements, develop an annual budget, generally guide the work of County employees, and ensure that the affairs of the County are conducted in an effective and responsible manner. The County Administrator also acts as Clerk to the Board and oversees the initiative to assist small businesses.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 366,209	\$ 385,914	\$ 386,944
Operating	<u>20,962</u>	<u>16,987</u>	<u>16,987</u>
Total	<u>\$ 387,171</u>	<u>\$ 402,901</u>	<u>\$ 403,931</u>

**PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
# of internal departmental audits conducted to ensure fees and charges are appropriate and cost effective	3	3	3	3
# of small businesses assisted through the County permitting and licensing process	22	8	12	12

**BUDGET COMMENTS**

This budget includes the transfer of the Purchase of Development Rights program from the Community Services budget. Temporary hours are included to support the program.

**DESCRIPTION OF SERVICES**

To foster the development and expansion of a diversified and healthy base of primary business and industry that will better balance the tax base, increase job opportunities, and enhance both the quality and standard of living in James City County.

**OBJECTIVES**

1. Pursue recruitment of new primary business/industry that would result in increased nonresidential tax base and at-place employment.
2. Provide resources and marketing tools to make James City County competitive for compatible Economic Development projects.
3. Encourage retention, expansion, and formation of primary businesses in James City County.
4. Provide staff support to expanded role of County Economic Development Authority (EDA).
5. Make, keep, and showcase James City County as a professionally competent, premiere business location at local, regional, and national levels.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 251,609	\$ 253,861	\$ 255,495
Operating	\$ 130,737	\$ 116,726	\$ 111,926
Total	\$ 382,346	\$ 370,587	\$ 367,421

**PERSONNEL**

Full-time Personnel	3	3	3
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% Increase in dollar value of new and add-on commercial and industrial permits	-28.77	+2%	+2%	+2%
New general business announced for County	1	3	2	2
New significant business announced for County	2	2	1	1

**BUDGET COMMENTS**

This budget includes reduced or level funding for most operational accounts.

**DESCRIPTION OF SERVICES**

To offer comprehensive, responsive, and expeditious legal assistance to the Board of Supervisors, County Administrator, James City Service Authority, Williamsburg Regional Library, Economic Development Authority, Williamsburg Area Transport and staff.

**OBJECTIVES**

1. To represent the Board of Supervisors, County Administrator, James City Service Authority, other departments, agencies, and Boards and Commissions in rendering legal advice/assistance in a timely/effective manner (includes preparation of contracts, documents, and other legal agreements).
2. Provide quality, professional legal advice to prevent suits against the County; aid the Board of Supervisors, County Administrator, and/or Department Managers in making an informed decision; represent the County in litigation against/on behalf of the County.
3. Enhance customer service by increasing the use of technology in County Attorney's Office.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 487,011	\$ 495,002	\$ 499,090
Operating	19,516	17,892	17,892
Legal Services	8,975	8,975	8,975
Received from Other Organizations	<u>(\$72,000)</u>	<u>(\$72,000)</u>	<u>(\$72,000)</u>
Total	<u><u>\$ 443,502</u></u>	<u><u>\$ 449,869</u></u>	<u><u>\$ 453,957</u></u>

**PERSONNEL**

Full-time Personnel	5	5
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Documents Reviewed/Drafted	5,377	5,319	5,421	5,972
Court Appearances	289	278	288	296
Hours Developing/Tracking Legislation	593	532	555	598

**BUDGET COMMENTS**

This budget provides for a continuation of the current level of service.

**DESCRIPTION OF SERVICES**

To promote local government services to citizens residing in the central and upper sections of the County, offer information and assistance to all segments of the population, and promote citizen participation in the County Government.

**OBJECTIVES**

Increase public usage of services available at the Satellite Services Office while maintaining high quality and professional support to citizens. The Satellite Services Division is located in the Stonehouse District of James City County at the Toano Office building and provides a variety of services to the residents of central and upper James City County, including certain Department of Motor Vehicle functions.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 182,163	\$ 183,432	\$ 185,340
Operating	\$ 10,071	\$ 8,728	\$ 8,973
Total	\$ 192,234	\$ 192,160	\$ 194,313

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Parks & Recreation transactions completed correctly	83%	90%	90%	95%
Customer satisfaction	87%	95%	95%	95%
Release of DMV Stops/Liens/ Set-off debt	90%	95%	95%	95%

**BUDGET COMMENTS**

The County receives a portion of the DMV revenues collected at the Satellite Office that offsets some of the operating costs. Funding is provided for armored service for daily deposits and equipment maintenance costs are reduced due to the replacement of an aging copier.

### **DESCRIPTION OF SERVICES**

To engage citizens in their government by providing accurate and timely information and public education that promotes citizen understanding and involvement.

### **OBJECTIVES**

1. Make government more accessible by providing live/taped broadcasts of public meetings.
2. Disseminate information through publications and other mediums to better inform and educate citizens.
3. Support Greater Williamsburg Area-wide tourism efforts that promote and encourage tourism and visitation.
4. Build citizen capacity to contribute to an improved community.
5. Support connected neighborhoods.

### **BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 464,147	\$ 544,257	\$ 548,589
Operating	54,360	50,764	48,764
Reimbursements	<u>(66,830)</u>	<u>(61,280)</u>	<u>(61,280)</u>
Total	<u>\$ 451,677</u>	<u>\$ 533,741</u>	<u>\$ 536,073</u>

### **PERSONNEL**

Full-time Personnel	6.5	7.5	7.5
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### **PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Citizens informed about County issues (electronic)	6,277	6,300	1,320	1,450
# of times public meetings viewed online	12,213	17,000	30,000	30,500

### **BUDGET COMMENTS**

This budget supports the operation of the Community Video Center, the Building F Board Room, and the continued use of the Building C Board Room for non-live broadcasts and is newly configured as part of Citizen Services. The City of Williamsburg and Cox Communications provide funding support to the Communications Division to defray the cost of video services. The County provides reimbursable support to the School division for live broadcasts. One Civic Engagement Coordinator is transferred from the Neighborhood Connections budget and as part of the County's overall communication strategy, will facilitate public education efforts and promote citizen involvement. In addition, this position will work with a group of citizen volunteers to support connected neighborhoods and coordinate citizen training.

**DESCRIPTION OF SERVICES**

To empower citizens to contribute to a quality community through training, information sharing, and use of resources.

**OBJECTIVES**

1. Make resources available to support neighborhoods.
2. Build citizen capacity to contribute to an improved community.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 181,103	\$ -	\$ -
Operating	\$ 24,300	\$ -	\$ -
Total	<u>\$ 205,403</u>	<u>\$ -</u>	<u>\$ -</u>

**PERSONNEL**

Full-time Personnel	2	0	0
Part-time Personnel	1	0	0

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Connected Neighborhoods	129	140	N/A	N/A

**BUDGET COMMENTS**

A Civic Engagement Coordinator has been consolidated into the Communications division to provide public education services and to promote citizen involvement. This position will also continue to work with connected neighborhoods seeking County support. The remaining positions and functions from this budget have been eliminated.

**DESCRIPTION OF SERVICES**

The mission of the James City County Unit of the Virginia Cooperative Extension is to provide cost-effective educational programming for youth and adults that help participants increase knowledge, develop new skills, modify attitudes, and facilitate change leading to a higher quality of life in a safe, pleasant environment.

**OBJECTIVES**

1. Provide research-based educational programs and services that help participants to increase economic value from commercial pursuits in horticulture, agriculture, and management of natural resources.
2. Provide training and support for maintaining a network of highly trained Extension volunteers who are empowered to assist in planning, implementing, and evaluating Extension educational programs.
3. Develop, implement new, and maintain current 4-H community clubs, special interest clubs, and camping programs to provide educational opportunities for County youth ages 5-19.
4. Offer a variety of educational, family and consumer sciences and 4-H youth development learning opportunities to give youth and families an opportunity and the motivation to become self-directive and contributing citizens.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 47,840	\$ 40,861	\$ 40,861
Operating	14,847	8,000	8,000
Received from Williamsburg	(1,000)	-	-
Total	\$ 61,687	\$ 48,861	\$ 48,861

**PERSONNEL**

Full-time Personnel	2	2	2
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
# of Youth provided with education programs that increase citizenship, leadership and life skills	4,642	1,500	1,800	2,000
# of Citizens receiving financial instruction	64	98	115	115
# of Green industry professionals trained in environmental horticulture practices	26	65	65	65

**BUDGET COMMENTS**

This budget reflects the elimination of part-time Secretary temporary hours and reduced funding for all operational expenses.

**DESCRIPTION OF SERVICES**

To encourage and enable all qualified James City County residents to exercise their voting rights. The General Registrar is appointed by the Electoral Board.

**OBJECTIVES**

1. Provide James City County voters quality and timely voter registration services.
2. Ensure James City County is divided into logical, equitable voting precincts.
3. Provide James City County voters with the voter information they need to make informed decisions.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 160,763	\$ 164,296	\$ 164,350
Operating	14,796	13,479	13,979
Local Aid to State Government	1,973	2,368	2,368
Total	\$ <u>177,532</u>	\$ <u>180,143</u>	\$ <u>180,697</u>

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Total Registered Voters	48,914	50,000	50,000	52,000
Absentee Votes	7,872	4,000	2,500	5,000
Electoral Board Support Hours	2,330	2,000	2,850	3,350

**BUDGET COMMENTS**

This budget reflects level or reduced funding for most operational expenses. The Local Aid to State Government has increased by 20% as per the State budget, in addition to the State reducing its reimbursement of mandated salaries for both the General Registrar and the Electoral Board.

**DESCRIPTION OF SERVICES**

To conduct elections in accordance with the laws of the State and Federal governments and to do so efficiently. The Electoral Board is appointed by the Circuit Court Judge.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 18,020	\$ 17,874	\$ 20,844
Operating	96,161	87,718	150,749
Capital	0	9,416	61,781
Local Aid to State Government	420	504	504
Total	<u>\$ 114,601</u>	<u>\$ 115,512</u>	<u>\$ 233,878</u>

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Voting Precincts	16	16	16	19
Volunteer Poll Workers	403	350	440	440
General Election Votes Cast	38,712	32,000	25,000	40,000

**BUDGET COMMENTS**

This budget provides for two elections in FY2011, three elections in FY2012, and the purchase of voting equipment in both years. The FY12 budget also reflects an increase in expenses associated with planned precinct splits as a result of redistricting in Calendar Year 2011.

**DESCRIPTION OF SERVICES**

Attract and retain excellent employees and volunteers to provide a wide range of services to the community.

**OBJECTIVES**

1. Ensure a positive, productive work environment that reflects the County's values.
2. Work in partnership with departments to attract and select a well-qualified diverse work force.
3. Reduce turnover costs through improved retention.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 420,174	\$ 404,850	\$ 408,523
Operating	136,229	89,027	96,679
Credits/Other	(73,547)	(81,847)	(81,847)
Total	\$ <u>482,856</u>	\$ <u>412,030</u>	\$ <u>423,355</u>

**PERSONNEL**

Full-time Personnel	4	4	4
Part-time Personnel	1	0	0

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Average # of Applicants per Job Vacancy	36	38	70	75
Turnover Rate	7.26%	10.0%	5.0%	5.5%
\$ Value of Volunteer Hours	\$1,026,879	\$1,081,131	\$1,400,250	\$1,500,000

**BUDGET COMMENTS**

This budget includes the elimination of a part-time HR Assistant in anticipation of implementing the online application portion of our human resource information system. Automated time-keeping and employee self-service modules of our information system will also be launched in FY 2011 with other modules following in 2012. Reduced operating expenses have been achieved in part by eliminating County-funded Periodic Physical Exams for employees who receive them. Exams for new hires in identified positions and, where needed, exams to ensure that current employees are fit for duty will continue. As another cost saving measure, applicants in jobs requiring background checks who receive job offers will be charged a service fee for required criminal history checks. In the past, these checks have been County funded.

**DESCRIPTION OF SERVICES**

Through training and development, process improvement and measurement, build the capacity of employees to provide quality services to the community.

**OBJECTIVES**

1. Provide skills-based training and a professional development program to enable employees to meet current and future job needs.
2. Provide personnel and productivity tools and options to help employees make optimal decisions.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 245,600	\$ 201,721	\$ 203,637
Operating	21,430	7,884	7,034
Total	<u>\$ 267,030</u>	<u>\$ 209,605</u>	<u>\$ 210,671</u>

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	0	0

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% employee participants reporting improved skill/knowledge level after training	90.4	93	90	90
Grade JCC received from citizens receiving services from County buildings	A-	A-	A-	A-

**BUDGET COMMENTS**

This budget reflects the consolidation of shared benefit services with the School division. The Schools will now provide benefit services to the County in exchange for the County providing Purchasing services to the Schools. This results in the elimination of one part-time Senior Human Resource Specialist position. Operating expenses were lowered through a reduction to the Department's training budget. TQP has reduced its training budget while continuing to provide selected training to employees using primarily in-house trainers. TQP remains committed to providing Civil Treatment training for all employees.

**DESCRIPTION OF SERVICES**

The Treasurer is an elected Constitutional Officer who is responsible for the collection of all licenses, fees, and taxes rendered by the County and all State Fiduciary Income and State Estimated Income Taxes; as well as the proper accounting of all receipts, investing idle cash balances, maintaining all bank accounts used by the County and the School Board, and assisting in debt service administration. The State of Virginia and the City of Williamsburg share in the cost of the operation of this Department.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 779,312	\$ 771,378	\$ 778,948
Operating	300,875	292,200	294,500
Local Aid to State Government	7,931	9,517	9,517
Credits/Other	<u>(6,004)</u>	<u>(17,360)</u>	<u>(17,360)</u>
Total	<u>\$ 1,082,114</u>	<u>\$ 1,055,735</u>	<u>\$ 1,065,605</u>

**PERSONNEL**

Full-time Personnel	13	12	12
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Real Estate Tax Bills Processed	66,264	65,568	67,535	69,561
Personal Property Bills Processed	146,684	148,727	153,189	157,785
Business Licenses Mailed & Payments Processed	6,183	6,200	6,386	6,578

**BUDGET COMMENTS**

The State has continued to diminish its support of this State Constitutional office. In recognition of this reduction, this budget includes the elimination of one full-time Customer Service Representative position. Temporary hours have been provided for peak collection periods.

**MEMO**Net County Funding:

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Total Budget	\$ 1,082,114	\$ 1,055,735	\$ 1,065,605
State/Other Revenue	<u>(193,327)</u>	<u>(156,297)</u>	<u>(156,297)</u>
Net County Funding	<u>\$ 888,787</u>	<u>\$ 899,438</u>	<u>\$ 909,308</u>

***DESCRIPTION OF SERVICES***

The Commissioner of the Revenue is an elected Constitutional Officer who is responsible to the citizens of the County for the assessment of personal property, public utilities, and bank franchise taxes, as well as the processing of business licenses. The Commissioner also assists in the real estate assessments process by handling land transfers, updating records, taking applications from those who qualify for tax relief for the elderly and handicapped, and meeting other State requirements. The office includes a Tax Compliance Unit that ensures that all businesses are properly registered.

***BUDGET SUMMARY***

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 651,438	\$ 646,212	\$ 653,171
Operating	36,918	37,810	37,810
Local Aid to State Government	7,542	9,050	9,050
Total	\$ <u>695,898</u>	\$ <u>693,072</u>	\$ <u>700,031</u>

***PERSONNEL***

Full-time Personnel	12	11	11
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***PERFORMANCE MEASURES***

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
State Income Tax Returns				
Processed	7,247	8,200	7,000	7,000
Business Licenses	6,446	6,000	6,200	6,200
Personal Property Assessments	86,963	100,000	90,000	95,000

***BUDGET COMMENTS***

The State has continued to diminish its support of this State Constitutional office. One locally funded full-time position has been eliminated in recognition of this reduction. Temporary hours have been provided for peak billing periods.

***MEMO***Net County Funding:

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Total Budget	\$ 695,898	\$ 693,072	\$ 700,031
State/Other Revenue	\$ (184,213)	\$ (158,019)	\$ (158,019)
Net County Funding	\$ <u>511,685</u>	\$ <u>535,053</u>	\$ <u>542,012</u>

**DESCRIPTION OF SERVICES**

To provide quality, diversified, risk management and financial services, driven by customer needs, with divisions providing accounting and information services in support of James City County goals.

**OBJECTIVES**

1. Provide adequate financial information to Departments and Board of Supervisors in order to allow and encourage informed decisions.
2. To develop and manage annual budgets.
3. To oversee risk management, safety, wellness, and insurance programs.
4. To provide mail and courier service for operating departments.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 612,502	\$ 612,096	\$ 617,510
Operating	363,198	336,462	336,962
Other	<u>(82,616)</u>	<u>(82,616)</u>	<u>(82,616)</u>
Total	<u>\$ 893,084</u>	<u>\$ 865,942</u>	<u>\$ 871,856</u>

**PERSONNEL**

Full-time Personnel	7	7	7
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Worker's Compensation Experience Modifier	.66	.66	.72	.69
Total Cost of Risk as a % of Total Budget	.16	.15	.15	.14
Standard and Poor's Bond Rating	AA+	AA+	AA+	AA+

**BUDGET COMMENTS**

This budget provides for the County's property and liability insurance coverage and annual audit services of financial statements. This budget includes a reduction in funding to the Working Towards Wellness program due to the elimination of physical assessments for employees.

**DESCRIPTION OF SERVICES**

To record, maintain, and report financial information that is provided efficiently, timely, accurately, and is useful to citizens, management, and departments in order to enhance decision-making.

**OBJECTIVES**

1. Provide financial information that customers want in the clearest manner possible.
2. Provide timely and quality information in a cost-effective manner that meets customer needs.
3. Develop/distribute all financial reports required by law, by granting agencies and for management purposes by user departments.
4. Manage disbursements in a way that treats funds with fiduciary care, while promptly and accurately disburses money to vendors.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 493,171	\$ 487,087	\$ 492,801
Operating	26,750	21,268	24,268
Received from JCSA, etc.	(349,979)	(358,029)	(358,029)
Total	\$ <u>169,942</u>	\$ <u>150,326</u>	\$ <u>159,040</u>

**PERSONNEL**

Full-time Personnel	8	8	8
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Invoices Processed	27,375	28,000	25,500	26,000
Payroll Checks Issued	31,305	32,000	31,000	31,000
Purchasing Card Transactions Reviewed	16,876	18,000	15,000	15,500

**BUDGET COMMENTS**

This Division charges for its services to the Service Authority, Regional Jail, Williamsburg Area Transit Authority, and Regional Juvenile Detention facility for a combined total of approximately 76 percent of its funding. This Division also provides fiscal agent services to the Olde Towne Medical Center and the County's Economic Development Authority.

**DESCRIPTION OF SERVICES**

To provide the benefits of centralized procurement, service, and support to County and School Offices and related agencies in accordance with County, State, and Federal requirements and guidelines.

**OBJECTIVES**

1. Continue maintenance and refinement of procedures to reduce processing time for purchasing requests and thereby obtain the items needed more quickly.
2. Prepare bid and proposal packets for supplies, materials, equipment, services in the Operating and CIP budgets consistent with available funding and with time requirements of County and School Departments.
3. Provide information, revised policies and procedures governing the operation of centralized purchasing system to enhance efficiency of procurement process to promote timely and proper purchases.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 248,692	\$ 257,193	\$ 258,819
Operating	12,345	9,700	9,700
Total	\$ 261,037	\$ 266,893	\$ 268,519

**PERSONNEL**

Full-time Personnel	3	3	3
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Purchase Orders Issued	691	625	650	675
% Requisitions Received via Automated System	56%	55%	60%	65%
% Total Transactions via Purchasing Card	96%	96%	96%	96%

**BUDGET COMMENTS**

This Division will now provide procurement services to the School Division as part of a shared services agreement. This budget reflects reduced or level funding for operational expenses.

**DESCRIPTION OF SERVICES**

To fairly and equitably assess all property, both taxable and exempt, as mandated by State Code and Local Ordinance while providing accurate information to customers, other agencies, and the general public in a timely and efficient manner.

**OBJECTIVES**

1. Conduct annual assessment of all parcels in the County that is equitable, meets requirements for appraising all property at 100 percent of Fair Market Value and mandated by the State.
2. Update and maintain accurate information on all parcels of County property to assist the appraisal process and provide other County offices and the public with timely information.
3. Provide the County and the public with up to date maps and associated Geographical Information System (GIS) data and maintain the on-line property information site.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 725,124	\$ 669,790	\$ 675,266
Operating	\$ 72,660	\$ 79,633	\$ 86,833
Total	\$ <u>797,784</u>	\$ <u>749,423</u>	\$ <u>762,099</u>

**PERSONNEL**

Full-time Personnel	11	10	10
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Parcels Assessed	31,172	31,370	32,000	32,600
Property Transfers Updated	2,336	2,700	3,000	3,200
% Appeals versus Notices Sent	5%	5%	5%	5%

**BUDGET COMMENTS**

The major focus of this Division is the fair and equitable assessment of all property and the integration of the CAMA (Computer-Assisted Mass Appraisal) system with the tax billing software. This budget reflects the elimination of one GIS Analyst position. The budget includes funds in professional services for reimbursing the James City Service Authority for services performed by its GIS Analyst. The increase in expenses from FY11 to FY12 corresponds to reassessment notices that will go out that year.

**DESCRIPTION OF SERVICES**

The Department of General Services is charged with overseeing the operations of the County's Facilities, Grounds and Fleet Maintenance programs as well as Solid Waste, Capital Projects Administration, Stormwater, Energy Conservation and the management of the County's streetlight and street sign programs. The Department also oversees support services partnering agreements with the Williamsburg-James City County Schools.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 672,687	\$ 580,305	\$ 584,540
Operating	382,660	427,400	431,400
Capital	11,250	11,250	11,250
Total	\$ 1,066,597	\$ 1,018,955	\$ 1,027,190

**PERSONNEL**

Full-time Personnel	6.5	5.5	5.5
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% of Capital Projects Completed on Time	100%	90%	90%	90%

**BUDGET COMMENTS**

An Environmental Specialist position has been eliminated and temporary hours have been reduced. This budget includes increased funds for utilities to reflect actual costs for current streetlights and additional streetlights that will be added in FY11 and FY12.

**DESCRIPTION OF SERVICES**

To provide quality, timely maintenance, repair, and custodial services for all County buildings and for selected joint use public facilities.

**OBJECTIVE**

1. Maintain buildings in a manner reflecting the pride of the community that provides safe, pleasant work areas for citizens, visitors and employees.
2. Pursue methods to reduce energy consumption in all public facilities.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 1,057,052	\$ 1,011,043	\$ 1,023,753
Operating	1,178,551	1,229,489	1,460,394
Capital	90,850	131,150	129,300
Billing of Joint Activities	(177,581)	(185,365)	(185,365)
Total	<u>\$ 2,148,872</u>	<u>\$ 2,186,317</u>	<u>\$ 2,428,082</u>

**PERSONNEL**

Full-time Personnel	18	17	17
Part-time Personnel	6	6	6

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% of Facilities Maintenance Job Orders Completed by Date Customer Requested	75%	80%	80%	80%

**BUDGET COMMENTS**

This budget includes the elimination of a custodial position and the County continues to consolidate custodial services with the School division where feasible. This budget provides funds needed for maintaining the Norge Depot beginning in FY11 and the new Law Enforcement Center scheduled to open in FY12.

## **DESCRIPTION OF SERVICES**

The Stormwater Division addresses both the need to move stormwater runoff away from public roadways, off property, and into collection systems and the need to improve water quality and protect receiving streams. Activities are driven, in part, by State and Federal mandates.

## **OBJECTIVES**

1. Ensure that the collection of stormwater runoff and control of stormwater adequately protects the health, safety and welfare of the citizens;
2. Restore streams degraded by stormwater runoff from development, in accordance with the adopted watershed management plans;
3. Repair the increasing number of problem stormwater pipes, inlets, ponds and other facilities installed within the community; and
4. Address environmental issues affecting stormwater infrastructure requirements and comply federal, state and local stormwater regulations.

## **BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 501,868	\$ 481,225	\$ 486,467
Operating	246,800	161,597	173,382
Total	<u>\$ 748,668</u>	<u>\$ 642,822</u>	<u>\$ 659,849</u>

## **PERSONNEL**

Full-time Personnel	6.5	6.5	6.5
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## **PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% of Capital Projects on Budget, on Scope and on Schedule	75%	75%	75%	75%
% of Active Capital Projects Generated by Department Priority List	75%	75%	75%	75%

## **BUDGET COMMENTS**

This budget includes the elimination of temporary hours. Reduced allocations to professional services are based on watershed planning estimates.

**DESCRIPTION OF SERVICES**

To provide quality, timely maintenance, and landscaping services for all County and School grounds, trails, sidewalks, roadways and stormwater facilities.

**OBJECTIVES**

1. **Grounds Maintenance** – Maintain public grounds in a quality, timely manner reflecting the pride of the community in its schools, facilities and roadways that provides a safe, pleasant environment for employees, citizens, and visitors.
2. **Parks Maintenance** – Maintain and improve parks and athletic facilities to provide a safe, pleasant environment for citizens' outdoor activities and optimum conditions for participants and spectators at all sports events.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 878,415	\$ 931,894	\$ 945,434
Operating	330,463	288,923	288,923
Capital	67,000	90,000	73,000
Billing of Joint Activities	<u>(160,445)</u>	<u>(139,717)</u>	<u>(139,717)</u>
Total	<u>\$ 1,115,433</u>	<u>\$ 1,171,100</u>	<u>\$ 1,167,640</u>

**PERSONNEL**

Full-time Personnel	20	21	21
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% of Grounds Maintenance Job Orders Completed by Date Customer Requested	91%	94%	90%	90%

**BUDGET COMMENTS**

This budget includes the addition of a Groundskeeper position to support the increased workload from two new schools. This budget reflects savings in most operational expenses. The budget provides for capital expenses including the replacement of one vehicle in FY11, and the replacement of operational equipment in both years.

**DESCRIPTION OF SERVICES**

To contribute to the efficient and effective delivery of County services by providing user agencies with safe, reliable, timely, and economical automotive transportation and related management/support services in a courteous and responsive manner, while conserving the value of the County's investment in its motor vehicle fleet.

**OBJECTIVES**

1. Provide timely and quality vehicle maintenance services to vehicles operated in support of the activities of County departments and related public agencies.
2. Pursue methods to reduce petroleum fuel consumption in County fleet.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 476,166	\$ 474,754	\$ 480,343
Operating	88,444	81,753	81,453
Other	149,924	216,570	216,350
Total	<u>\$ 714,534</u>	<u>\$ 773,077</u>	<u>\$ 778,146</u>

**PERSONNEL**

Full-time Personnel	7	7	7
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Number of Work Orders Completed	2,957	2,800	2,850	2,850
% of Work Orders Completed within 75 hours	62%	60%	60%	60%

**BUDGET COMMENTS**

This budget reflects a more accurate Billed Labor account, which is a result of an eliminated position in FY10. This causes the overall FY11 budget to increase.

**DESCRIPTION OF SERVICES**

To provide refuse disposal, collection, and recycling activities in compliance with local, State, and Federal regulations.

**OBJECTIVES**

1. Provide convenient, controlled solid waste collection for refuse and recyclables to County residents not served by curbside collection.
2. Ensure closed landfill complies with State and Federal Regulations.
3. Maintain County's household recycling program.
4. Manage the County's efforts to reduce greenhouse gas emissions.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 392,216	\$ 367,937	\$ 372,539
Operating	448,973	397,578	399,128
Capital/Recycling	836,005	810,552	850,370
User Fees	(295,325)	(208,325)	(208,325)
Total	\$ <u>1,381,869</u>	\$ <u>1,367,742</u>	\$ <u>1,413,712</u>

**PERSONNEL**

Full-time Personnel	7	6	6
Part-time Personnel	2	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Tons of White Goods and Scrap				
Metal Recycled	257	325	250	250
% of Households in Curbside Recycling	91%	98%	90%	90%
Tons of Household Recycling	6,408	6,500	6,200	6,250

**BUDGET COMMENTS**

Two positions have been eliminated including a full-time Convenience Center Attendant I position and a part-time Senior Office Assistant position. Temporary hours have been increased to offset the reduction in staff at the convenience centers. This budget reflects the elimination of the curbside leaf collection program; however, funding is continued for the curbside recycling program.

**DESCRIPTION OF SERVICES**

To employ electronic automation to manage and to help employees manage information in the form of images, text, video, and voice. This includes production and management of standard and text-based active documentation (electronic or paper), timely access to and preservation of County records in all forms, and the management of voice and related network telecommunications.

**OBJECTIVES**

1. **Publications Management (PM)** – Continue to improve service levels to user departments and agencies by providing quality documents in a specified time frame.
2. **Records Management (RM)** – Maintain vital County records to help departments implement effective and economical records management.
3. **Telecommunications Management (TM)** – Support improvements in James City County internal communications and telecommunications service to citizens.
4. **Information Technology (IT)** – Continue development of distributed data processing at major County service centers providing for more effective use of information resources through networks, on-site computers, software, and employees trained in its use. Furnish distributed and central computing services, on both the client and the server sides, in the most cost-effective manner.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 1,606,354	\$ 1,575,776	\$ 1,587,125
Operating	561,743	577,192	622,462
Capital	123,000	125,000	164,000
Billings to Users	(264,602)	(264,318)	(264,318)
Total	\$ <u>2,026,495</u>	\$ <u>2,013,650</u>	\$ <u>2,109,269</u>

**PERSONNEL**

Full-time Personnel	21	20	20
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
<b>PM</b> - Documents Managed	5,908	6,498	6,550	6,550
<b>RM</b> - Documents Scanned/Inspected/Filmed	373,010	312,687	300,000	300,000
<b>TM</b> - Requests & Programming Completed	504	485	500	500
<b>IT</b> - Help Desk Requests	3,053	3,975	4,000	4,000

**BUDGET COMMENTS**

This budget includes the elimination of one full-time Records and Imaging Technician position due to workload.

**DESCRIPTION OF SERVICES**

To assist in the creation and achievement of community goals and visions; to manage the related development activities in a way that focuses towards the achievement of those goals and visions.

**OBJECTIVES**

1. Coordinate and manage growth in a way that will allow future generations to live in and enjoy the natural and man-made environment of James City County.
2. Coordinate the necessary resources to allow the department's divisions to achieve their goals.
3. Enhance customer service in the delivery of Development Management services.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 218,341	\$ 224,202	\$ 226,918
Operating	19,543	12,804	12,804
Total	\$ <u>237,884</u>	\$ <u>237,006</u>	\$ <u>239,722</u>

**PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Target properties on the Open Space Priority List for intensified acquisition efforts	N/A	2	2	2

**BUDGET COMMENTS**

This budget includes reduced or level funding for most operational expenses.

**DESCRIPTION OF SERVICES**

To provide analysis and planning of public facilities, utilities, transportation, and land use.

**OBJECTIVES**

1. Continue implementing programs and strategies of the Comprehensive Plan.
2. Provide quality customer service and opportunities for effective citizen participation.
3. Continue implementing the strategies identified in the County's Strategic Plan.
4. Provide for the effective and efficient review of proposals.
5. Support the informational needs of internal and external agencies for programs related to the efficient planning of the County.

**BUDGET SUMMARY**

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
Personnel	\$ 1,220,091	\$ 1,118,442	\$ 1,134,910
Operating	155,023	203,224	125,834
Total	<u>\$ 1,375,114</u>	<u>\$ 1,321,666</u>	<u>\$ 1,260,744</u>

**PERSONNEL**

Full-time Personnel	17.5	15.5	15.5
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	<u>FY 09 Actual</u>	<u>FY 10 Projected</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
% of site plan and subdivision applications responded to within the 30 day comment time period	100%	100%	100%	100%
% of violations resolved within six months of initial violation	74%	90%	95%	95%
% of building permits returned to Code Compliance within 5 days of receipt	100%	100%	100%	100%

**BUDGET COMMENTS**

This budget includes the elimination of two full-time Senior Planner positions and temporary hours. Funding is included for consultant services for the Zoning Ordinance Update Process in both fiscal years and for traffic counts in FY12.

**DESCRIPTION OF SERVICES**

To protect James City County's natural resources through effective management of public and private land development activities.

**OBJECTIVES**

1. Preserve the County's natural water resources through enforcement of erosion and sediment control practices and stormwater management controls.
2. Provide effective management of wetlands and other environmental resources.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 1,005,879	\$ 852,693	\$ 862,477
Operating	46,474	31,287	30,862
Total	<u>\$ 1,052,353</u>	<u>\$ 883,980</u>	<u>\$ 893,339</u>

**PERSONNEL**

Full-time Personnel	14	12	12
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% of Erosion & Sediment, Drainage and Stormwater Plans Reviewed within 30 Days of Receipt	96.3%	97%	98%	98%
% of Erosion & Sediment, Drainage and Stormwater Plans Reviewed within 21 Days of Receipt	82.5%	90%	95%	95%

**BUDGET COMMENTS**

Two positions have been eliminated including a full-time Environmental Specialist and a full-time Licensed Civil Engineer. This budget reflects reduced funds for contractual services due to a reduction in plan review overflow services, and cost savings achieved by the Division in other line items.

**DESCRIPTION OF SERVICES**

To protect the health, safety, welfare, and property of James City County residents through Code Administration and Enforcement programs.

**OBJECTIVE**

Assure the safety of new construction in the County by administering and enforcing the provisions of the Uniform Statewide Building Code.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 977,660	\$ 887,524	\$ 894,892
Operating	64,297	56,858	57,578
Total	<u>\$ 1,041,957</u>	<u>\$ 944,382</u>	<u>\$ 952,470</u>

**PERSONNEL**

Full-time Personnel	15	13	13
Part-time Personnel	0	1	1

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Inspections Performed	27,122	23,938	20,116	20,820
Building Permits Issued	6,453	5,094	4,789	4,957
% of Residential Plans Returned within 5 working days	95%	95%	98%	98%

**BUDGET COMMENTS**

This budget reflects the elimination of a Senior Permit Technician, the elimination of temporary hours, and the conversion of one full-time Inspector to a part-time Inspector.

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to the various Courts. Probation and Juvenile services activities are also included. All are State or regional activities primarily supported with State and Federal financial assistance.

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
City/County Court Services Unit	\$ 88,750	\$ 91,770	\$ 91,770
Circuit Court	122,137	121,523	122,527
General District Court	45,676	46,500	42,714
Colonial Community Corrections	34,470	34,470	34,470
Juvenile and Domestic Court	24,739	23,505	23,505
9th Judicial District Court Services	8,774	9,044	9,319
Magistrates	2,000	2,000	2,000
Total	<u>\$ 326,546</u>	<u>\$ 328,812</u>	<u>\$ 326,305</u>

**PERSONNEL**

Full-time Personnel	2	2	2
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**BUDGET COMMENTS**

The City of Williamsburg contributes 17.7 percent per the Courthouse agreement to the Juvenile and Domestic Relations Court; the General District Court; the Circuit Court with two locally funded positions included in the budget; and a 50/50 split for the Magistrates and the Court Services Unit. The 9th Judicial District Court Services office expenses are shared equally by eleven jurisdictions.

The Court Services Building was privately constructed adjacent to the new Courthouse in FY 2002. The County has entered into a lease agreement and the building houses the 9th Judicial District Court Services, City/County Court Services Unit, Mediation Services, and Colonial Community Corrections. Spending increases are attributable to increased lease costs.

**DESCRIPTION OF SERVICES**

This activity accounts for the costs of operating the 71,661-square-foot City/County Courthouse off Monticello Avenue. The Courthouse includes the Circuit Court, District Court, Juvenile and Domestic Relations Court, Sheriff, Clerk of the Courts, and Commonwealth's Attorney.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 120,698	\$ 129,473	\$ 131,363
Operating	389,087	404,630	404,630
Received from Williamsburg	(90,220)	(94,536)	(94,871)
Total	\$ 419,565	\$ 439,567	\$ 441,122

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**BUDGET COMMENTS**

The County is the fiscal agent for the Courthouse and the City will pay for 17.7 percent of the operating costs under the terms of the contract. This budget reflects an increase in the budget for delayed building maintenance.

***DESCRIPTION OF SERVICES***

The Clerk of the Circuit Court maintains all legal records of the County and assists the Judge of the Circuit Court in carrying out court-associated responsibilities. The position is an elected Constitutional Officer and the State Compensation Board sets salaries annually, which are paid out of fees. The City of Williamsburg also contributes a portion of the budget.

***BUDGET SUMMARY***

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 632,899	\$ 651,668	\$ 657,180
Operating	62,072	49,880	49,880
Local Aid to State Government	17,162	20,594	20,594
Received from Williamsburg	(19,608)	(22,734)	(23,709)
Total	\$ <u>692,525</u>	\$ <u>699,408</u>	\$ <u>703,945</u>

***PERSONNEL***

Full-time Personnel	12	12	12
Part-time Personnel	2	1	1

***PERFORMANCE MEASURES***

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Deed Book Recordings	35,672	34,500	35,000	35,000
Civil Cases	787	800	875	875
Criminal Cases	1,425	1,475	1,500	1,500

***BUDGET COMMENTS***

The State has continued to reduce its funding support of this State Constitutional office. One part time position has been eliminated and reduced or level funding is provided for most operational expenses. The City shares 17.7 percent of the cost of this office.

***MEMO***Net County Funding:

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Total Budget	\$ 692,525	\$ 699,408	\$ 703,945
State/Other Revenue	\$ (625,915)	\$ (610,019)	\$ (610,019)
Net County Funding	\$ <u>66,610</u>	\$ <u>89,389</u>	\$ <u>93,926</u>

**DESCRIPTION OF SERVICES**

The Commonwealth's Attorney is an elected Constitutional Officer who is responsible for the prosecution of all violations of State law in the County and the City of Williamsburg. Special emphasis over the last few years has been to aid victims/witnesses through the legal process by better educating them about the court processes and keeping them up-to-date and consistently informed on their cases to make the process as easy on them as possible. The County and City supplement the State-approved budget of this office for both salaries and office expenses.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 720,835	\$ 768,096	\$ 774,217
Operating	66,963	63,963	63,963
Local Aid to State Government	21,377	25,652	25,652
Received from Williamsburg	(55,702)	(64,834)	(65,918)
Total	<u>\$ 753,473</u>	<u>\$ 792,877</u>	<u>\$ 797,914</u>

**PERSONNEL**

Full-time Personnel	9	9	9
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Number of cases prosecutors handle per year	4,054	4,461	4,340	4,470
Number of victims served by Victim Assistance per year	857	635	700	721
Number of hours of education provided per year	133	60	60	60

**BUDGET COMMENTS**

There are no locally funded positions in this State Constitutional office. The State provides for nine employees; however, the level of support has continued to diminish. Operational expenses are reduced in recognition of this. The City of Williamsburg will pay 17.7 percent of the local cost of this Operating Budget based on the Courthouse agreement.

**MEMO**

<u>Net County Funding:</u>	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Total Budget	\$ 753,473	\$ 792,877	\$ 797,914
State/Other Revenue	(518,734)	(491,415)	(491,415)
Net County Funding	<u>\$ 234,739</u>	<u>\$ 301,462</u>	<u>\$ 306,499</u>

**DESCRIPTION OF SERVICES**

To provide fire protection, prevention services, and other emergency services to the citizens and visitors of James City County.

**OBJECTIVES**

1. Provide for the safe and efficient control of fires and other emergencies.
2. Provide for code enforcement, fire investigation, and public safety education of school-age children.
3. Provide for the training and education of Fire Department personnel.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 6,462,984	\$ 6,612,755	\$ 6,679,190
Operating	418,301	387,239	381,385
Capital	110,875	84,085	203,560
Total	\$ 6,992,160	\$ 7,084,079	\$ 7,264,135

**PERSONNEL**

Full-time Personnel	86	86	86
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Calls for Emergency Services	8,245	8,450	8,660	8,877
Structure Fires Responded	88	89	90	91
Avg. Response for Incidents (min/sec.)	5:25	5:24	5:24	5:24

**BUDGET COMMENTS**

Funding for medical supplies has been transferred to the EMS budget. Capital expenses include replacement firefighting equipment in both FY11 and FY12, and two replacement vehicles and replacement equipment for the rescue boat in FY12.

**DESCRIPTION OF SERVICES**

To provide a system of basic and advanced pre-hospital life support of sick and injured persons.

**OBJECTIVES**

1. Deliver comprehensive emergency medical services in a timely manner to mitigate life-threatening injuries or illnesses.
2. Improve staff technical and practical skills, abilities, and knowledge through educational and training opportunities.
3. Provide public outreach, education, and information programs to all citizens.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 1,967,895	\$ 2,008,404	\$ 2,026,960
Operating	213,623	172,826	173,139
Capital	31,000	19,594	52,075
Other	(5,000)	(5,000)	(5,000)
Total	<u>\$ 2,207,518</u>	<u>\$ 2,195,824</u>	<u>\$ 2,247,174</u>

**PERSONNEL**

Full-time Personnel	25	25
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Calls for Response	5,276	5,400	5,450	5,500
Avg. Response for Incidents (min/sec.)	5:20	5:20	5:20	5:20
Patients Treated	5,238	5,300	5,350	5,400

**BUDGET COMMENTS**

A significant reduction was made to the Division's training budget resulting from most required training now being conducted by County staff at the Fire Training Center or individual fire stations and less outside classes. Capital expenses include a replacement vehicle in FY12, and replacement of required EMS equipment in both fiscal years.

**DESCRIPTION OF SERVICES**

Perform duties and fulfill responsibilities of enforcing the law, preserving the peace, and providing police services so that it improves the quality of life for all citizens within our jurisdiction.

**OBJECTIVES**

1. Provide effective law enforcement services to the citizens and visitors of James City County, while responding to all calls for service.
2. Maximize clearance rates for victims of all reported crimes.
3. Utilize a community policing oriented approach to crime prevention and drug abuse prevention.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 7,050,154	\$ 7,095,535	\$ 7,234,198
Operating	780,526	662,925	662,346
Capital	208,898	349,700	354,950
Total	<u>\$ 8,039,578</u>	<u>\$ 8,108,160</u>	<u>\$ 8,251,494</u>

**PERSONNEL**

Full-time Personnel	98	98	98
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Response time to high priority calls	6:36	<8:00	<8:00	<8:00
% Crimes against persons cleared	71.8%	>50%	>51%	>51%
% Property crimes cleared	29.9%	>16%	>17%	>17%

**BUDGET COMMENTS**

Two Police Officer positions had been previously funded in the Grants fund. The Grant funding has expired and that funding will now be supplanted by the General Fund. Fuel expenses are lower for both fiscal years due to a lower per gallon rate and the continued impacts of new fuel efficient policies implemented by the Department. This budget also includes funding for 12 replacement vehicles in FY11 and 13 replacement vehicles in FY12 per the replacement schedule. Equipment maintenance expenses will increase in FY12 to provide funds for annual maintenance of the new electronic summons module and software licenses. Lease expenses currently being paid for office space in Norge, off-site storage near the Prime Outlets office and on-site storage at the LEC will decrease in FY12 after the opening of the new police building.

**DESCRIPTION OF SERVICES**

To perform duties and fulfill responsibilities of enforcing animal laws. To protect citizens, property, and domestic animals from harm.

**OBJECTIVES**

1. Reduce repeat nuisance complaints.
2. Provide a safe and humane facility.
3. Carry out a program of rabies prevention through enforcement and education.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 144,019	\$ 136,165	\$ 136,995
Operating	55,657	52,331	52,882
Capital	500	350	350
Billing to Users	(18,000)	(18,000)	(18,000)
Total	<u>\$ 182,176</u>	<u>\$ 170,846</u>	<u>\$ 172,227</u>

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	0	0

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Requests for Service	3,162	2,800	3,000	3,050
Animals Impounded	558	550	560	565
% Dog license compliance	100%	>75%	>75%	>75%

**BUDGET COMMENTS**

This budget includes the elimination of one part-time Animal Control Officer position and the addition of temporary hours. This budget also provides for level funding for an estimated share of expenses for the Heritage Humane Society, based on the County's contract for shared space.

**DESCRIPTION OF SERVICES**

The Sheriff is an elected Constitutional Officer who is charged with responsibilities for courtroom security, transportation of juveniles to and from court, and civil processing services. The State Compensation Board reimburses salaries and a portion of fringe benefits. The City of Williamsburg also contributes a portion of the budget.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 1,151,904	\$ 1,083,140	\$ 1,093,051
Operating	131,144	130,121	131,678
Capital	3,800	22,273	0
Local Aid to State Government	28,079	33,695	33,695
Received from Williamsburg	(79,971)	(77,250)	(77,763)
Total	\$ <u>1,234,956</u>	\$ <u>1,191,979</u>	\$ <u>1,180,661</u>

**PERSONNEL**

Full-time Personnel	18	16	16
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Civil Processes	26,811	26,900	26,500	26,500
Staff Days - Court Days	1,274/666	1,300/620	1,300/675	1,300/675
Inmate Holdings Court - Adult and Juvenile	2,101	2,200	2,200	2,200

**BUDGET COMMENTS**

The City of Williamsburg pays for 17.7 percent of the local cost of this Office. The Sheriff also generates other court-related fees to help reduce overall local funding. This budget reflects the elimination of two locally funded Deputy Sheriff positions as a partial offset to the reduction in State funding. A replacement vehicle is funded in FY11 per the replacement schedule.

**MEMO**Net County Funding:

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Total Budget	\$ 1,234,956	\$ 1,191,979	\$ 1,180,661
State/Other Revenue	\$ (887,538)	\$ (832,788)	\$ (819,084)
Net County Funding	\$ 347,418	\$ 359,191	\$ 361,577

**DESCRIPTION OF SERVICES**

To provide disaster planning and response, and coordinate the emergency management functions for James City County.

**OBJECTIVE**

Test and evaluate emergency activation system for all citizens, visitors, and employees of James City County.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 143,734	\$ 149,253	\$ 150,472
Operating	111,489	100,094	97,335
Capital	0	275	0
Total	\$ 255,223	\$ 249,622	\$ 247,807

**PERSONNEL**

Full-time Personnel 2 2

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Drills/Test of Emergency System	36	22	36	36
Educational Presentations	14	10	15	15
Employee Workshops	13	10	12	15

**BUDGET COMMENTS**

This budget includes funding in professional services in FY11 for preparation and printing of the Emergency Operations Plan. Advertising, subscription, and duplicating expenses have increased due to the transfer of the Public Education Program budget from the Fire Department to Emergency Services. Software expenses consist of landline updates for Reverse 911 and software licenses.

**DESCRIPTION OF SERVICES**

To receive and dispatch emergency calls for assistance to Police, Fire, and other public service agencies.

**OBJECTIVE**

Process all calls for service in a quick and efficient manner.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 1,706,696	\$ 1,643,641	\$ 1,661,023
Operating	1,190,697	1,171,415	1,199,352
Capital	29,100	9,155	6,155
Credits/Other	(400,057)	(404,057)	(404,057)
Total	<u>\$ 2,526,436</u>	<u>\$ 2,420,154</u>	<u>\$ 2,462,473</u>

**PERSONNEL**

Full-time Personnel	27	26	26
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**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Emergency Calls Dispatched	46,454	47,000	47,000	47,000
E-911 Calls Received	13,962	14,000	14,250	14,500
911 Wireless Calls Received	15,014	15,900	15,900	15,900

**BUDGET COMMENTS**

This budget includes the elimination of the Radio Maintenance Technician position as radio maintenance has been outsourced. The contract costs and the associated charges to outside agencies who participate in the regional radio system are included in this budget. Operating and capital expense accounts reflect an overall reduced budget that meets the current needs of the department. Capital expenses include equipment upgrades and replacement of operating equipment.

**DESCRIPTION OF SERVICES**

The Department of Community Services provides coordination and oversight to the various Human Services functions of the County including:

- Social Services
- Parks and Recreation
- Housing and Community Development
- Colonial Community Corrections

**OBJECTIVES**

1. Promote self-sufficiency and independent living for at-risk populations to improve their quality of life.
2. Promote substance abuse prevention and treatment to stabilize families.
3. Increase coordination of youth programs and services to improve access to services.
4. Promote family involvement to increase parental involvement in the lives of children.
5. Preserve the diverse and natural environmental resources of the County to protect the character of the community.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 316,520	\$ -	\$ -
Operating	\$ 16,465	\$ -	\$ -
Total	\$ <u>332,985</u>	\$ <u>-</u>	\$ <u>-</u>

**PERSONNEL**

Full-time Personnel	3	0	0
Part-time Personnel	1	0	0

**PERFORMANCE MEASURES**

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
Cumulative # of acres preserved	470.06	570	N/A	N/A
Dollar amount of grants awarded	\$6,564,228	\$5,000,000	N/A	N/A

**BUDGET COMMENTS**

This budget has been eliminated as most functions have been combined with the Division of Social Services and oversight of Human Services functions will take place from there. The Purchase of Development Rights program has moved to County Administration, with the part-time position eliminated. On-call hours were funded in that department to support the program.

***DESCRIPTION OF SERVICES***

The Parks and Recreation Division works in partnership with citizens to ensure responsive facilities and open space, which promote personal growth, social development, and healthy lifestyles.

***OBJECTIVE***

The Division strives to: provide adequate recreation open space; to plan and develop diversified park facilities based on public demand; to provide safe, accessible, and affordable recreation programs and services based on identified community needs; and to provide support services to the functional units, which offer direct programs and services to the residents of James City County.

***BUDGET SUMMARY***

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Personnel	\$ 4,595,078	\$ 4,217,686	\$ 4,249,459
Operating	1,053,339	1,003,115	1,000,757
Capital	63,585	79,685	64,085
Total	\$ <u>5,712,002</u>	\$ <u>5,300,486</u>	\$ <u>5,314,301</u>

***PERSONNEL***

Full-time Personnel	53	48	48
Part-time Personnel	23	16	16

***PERFORMANCE MEASURES***

	FY 09 Actual	FY 10 Projected	FY 11 Adopted	FY 12 Plan
% of Customer Satisfaction Ratings on Cards and Surveys Returned	93%	95%	90%	90%
% of Programs Offered and Filled	91.5%	93%	93%	93%
Division Revenue Recovery Rate	44%	46%	55%	55%

***BUDGET COMMENTS***

Reductions in spending include the elimination of five full-time positions and seven part-time positions including the elimination of the Deputy Director position. Overall, operating expenditures have been reduced 7.2%. Printing and publication expenses were reduced by switching to an online brochure 3 times per year instead of printing brochures. Capital expenses include scheduled equipment replacements. Some recreation fees have been increased as referenced on page B-11.

***MEMO*****Net County Funding:**

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
Total Budget	\$ 5,712,002	\$ 5,300,486	\$ 5,314,301
Recreation User Fees	\$ (2,649,675)	\$ (2,901,221)	\$ (2,901,221)
Net County Funding	<u>\$ 3,062,327</u>	<u>\$ 2,399,265</u>	<u>\$ 2,413,080</u>

**DESCRIPTION OF SERVICES**

This budget provides for the County's contribution to a number of non-County agencies. Some of these agencies provide services that the County itself would have to assume if the agency were not in place, while others are either mandated by the State or are regional activities.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
<b>From Room Tax Proceeds:</b>			
Williamsburg Area Chamber - \$2 tax	\$ 700,000	\$ 675,000	\$ 675,000
Williamsburg Area Chamber and Tourism Alliance	975,000	875,000	875,000
Historic Triangle Regional Collaborative	7,000	7,000	7,000
Jamestown-Yorktown Foundation	150,000	100,000	100,000
Historic Jamestowne	100,000	75,000	75,000
Regional Air Service Enhancement Fund	13,000	13,000	13,000
Virginia Arts Festival	15,000	10,000	10,000
	\$ 1,960,000	\$ 1,755,000	\$ 1,755,000
<b>Community Services Agencies:</b>			
Community Action Agency (CAA)	\$ 102,720	\$ 62,720	\$ 62,720
Historic Triangle Substance Abuse Coalition	4,000	0	0
AVALON Task Force for Battered Women	49,500	49,500	49,500
Housing Partnership, Inc.	60,000	60,000	60,000
Historic Triangle Senior Center	54,450	34,450	34,450
Child Development Resources (CDR)	8,896	6,500	6,500
Hospice of Williamsburg	9,828	9,000	9,000
United Way of Greater Williamsburg	19,000	19,000	19,000
Court-Appointed Special Advocates (CASA)	17,100	17,100	17,100
Big Brothers/Big Sisters	13,957	6,979	6,979
Peninsula Agency on Aging	8,511	8,511	8,511
Peninsula Center – Independent Living	4,500	4,500	4,500
Williamsburg AIDS Network	6,300	3,000	3,000
Williamsburg Meals on Wheels	7,350	7,350	7,350
Historic Triangle Community Services Center	15,000	15,000	15,000
Rita Welsh Adult Skills Program	3,600	3,600	3,600
Bacon Street - Legacy	25,000	0	0
Williamsburg Faith in Action	17,500	17,500	17,500
	\$ 427,212	\$ 324,710	\$ 324,710
<b>Business and Regional Associations:</b>			
Hampton Roads Military & Fed Facilities Alliance	\$ 29,818	\$ 27,672	\$ 27,672
Peninsula Council for Workforce Development	28,306	28,306	28,306
Crossroads Group	5,000	3,000	3,000
Hampton Roads Partnership (HRP)	10,120	5,120	5,120
Virginia High Speed Rail Development	2,500	500	500
Peninsula Chamber of Commerce	1,000	1,000	1,000
Commission on Homelessness	13,959	13,961	13,961
	\$ 90,703	\$ 79,559	\$ 79,559

***BUDGET SUMMARY, Continued***

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
<b><u>Educational/Environmental:</u></b>			
Thomas Nelson Community College	\$ 97,368	\$ 97,368	\$ 97,368
Hampton Roads Planning District Commission	100,694	98,606	98,606
Williamsburg Arts Commission	60,390	55,000	55,000
Colonial Soil & Water Conservation District	8,820	8,820	8,820
Jamestown 4-H Center	4,500	3,000	3,000
Williamsburg Land Conservancy	5,000	500	500
	<u>\$ 276,772</u>	<u>\$ 263,294</u>	<u>\$ 263,294</u>
<b><u>Public Safety:</u></b>			
JCC Volunteer Rescue Squad	\$ 74,380	\$ 50,000	\$ 50,000
James City - Bruton Volunteer Fire Department	92,750	92,750	92,750
Peninsula Emergency Medical Council	4,810	4,810	4,810
State Forestry Service	4,855	4,855	4,855
High School After Prom Events	1,500	900	900
Med Flight Program	300	100	100
	<u>\$ 178,595</u>	<u>\$ 153,415</u>	<u>\$ 153,415</u>
Total	<u>\$ 2,933,282</u>	<u>\$ 2,575,978</u>	<u>\$ 2,575,978</u>

***BUDGET COMMENTS***

Outside Agencies were reviewed critically to determine a proposed funding level. There are no new agencies recommended for funding and all current agencies are proposed for level funding, reduced funding or elimination.

**Room tax proceeds** include 60 percent of the expected room tax receipts, specifically allocated to tourism. A reduction of room tax revenues is reflected in the decreased allocations for tourism programs.

Within **Community Services Agencies**, proposed funding was based on the following criteria: 1) Is the service considered essential to the well being of citizens who would not otherwise have access to the services?; 2) If not provided, would the service fall back to local government to provide?; 3) Is the nonprofit taking full advantage of all funding sources available; and 4) Does the service relate to the James City County Comprehensive Plan?

Funding was eliminated for CAA's Housing Program and Big Brothers/Big Sisters School Based Mentoring Program, and funding was reduced for the Historic Triangle Senior Center's Activities Program. The Historic Triangle Substance Abuse Coalition and Bacon Street – Legacy did not submit a request for funding this year. CDR and the Williamsburg AIDS Network lowered their funding requests for FY11.

Within **Business and Regional Associations**, the Hampton Roads Military & Federal Facilities Alliance reduced its funding request for FY11. Within **Educational/Environmental**, the Hampton Roads Planning District Commission lowered its funding request for FY11. All other agencies received level funding or reduced funding.

**PURPOSE**

This budget provides funding for debt service payments, including bonds and lease-purchase agreements, for nonschool projects. It also provides for a contingency reserve to pay for needs caused by unforeseen events falling into three categories: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected service needs; and 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions. A negative contingency captures savings created by personnel turnover.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Debt Service	\$ 3,760,000	\$ 3,760,000	\$ 3,760,000
Contingency	859,814	937,308	914,638
Personnel Contingency	(700,000)	(600,000)	(700,000)
VDOT Road Match	160,100	0	0
Economic Development Incentives	110,000	105,000	50,000
Matching Funds - Grants	200,000	200,000	200,000
Housing Development Fund	100,000	200,000	100,000
Local Aid to State Government	107,894	98,248	98,248
Peninsula Metropolitan YMCA	50,000	50,000	0
Total	<u>\$ 4,647,808</u>	<u>\$ 4,750,556</u>	<u>\$ 4,422,886</u>

**BUDGET COMMENTS**

Contingency is continued to be budgeted at a much higher level than normal, in order to guard against the uncertainties of the present economy. Personnel contingency is lower in FY11, to account for any transitional expenses associated with turnover at the County Administrator position. VDOT Road Match is eliminated as the State program has also been eliminated. Economic Development Incentives are funded for commitments for Enterprise Zone Grants and funding is provided in Housing Development fund for the match for the Forest Heights proposed CDBG project. Also included is the amount that will be returned to the State of Virginia that is not allocated specifically to a department. This decreases due to the allocation of a portion of the amount to the Colonial Community Corrections program.

**PURPOSE**

The Board of Supervisors has adopted the practice of allocating a portion of Operating Revenues to the Capital Projects Budget. The practice is subject to annual review and possible revision by the Board.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Contribution to Capital Projects	\$ <u>647,300</u>	\$ <u>750,000</u>	\$ <u>750,000</u>

**BUDGET COMMENTS**

This budget provides for a portion of the funding for capital projects through a direct transfer from the General Fund to the Capital Projects Fund. The revenues and spending for capital projects are presented in Section D of this budget.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund*****DESCRIPTION OF SERVICES***

The Williamsburg-James City County Public Schools operates as an independent, consolidated school division. The Division operates 14 schools - eight elementary, three middle and three high schools. In August 2010, FY 2011, two additional schools are expected to open including the ninth elementary school, J. Blaine Blayton Elementary School. A new middle school, Lois Hornsby Middle School will open and James Blair Middle School will temporarily house the Academy of Lifelong Learning, Central Office, and Student Services. Funding is received from several sources - local appropriations, State and Federal funds and charges for certain services. This budget provides for James City County's share of the School Operating Budget and a contribution to Debt Service (repayment of borrowed funds, plus interest) relating to school facilities.

***BUDGET SUMMARY***

<b><u>Breakdown</u></b>	<b>FY 10 Adopted</b>	<b>FY 11 Adopted</b>	<b>Percent Change</b>	<b>FY 12 Plan</b>	<b>Percent Change</b>
Local Contribution	\$ 73,727,700	\$ 73,800,000	0.1	\$ 73,960,000	0.2
Debt Service	20,407,170	18,390,000	(9.9)	18,540,000	0.8
Salary/Fringes-Board	30,826	30,815	-	30,815	-
	<u>\$ 94,165,696</u>	<u>\$ 92,220,815</u>	<u>(2.1)</u>	<u>\$ 92,530,815</u>	<u>0.3</u>

***BUDGET COMMENTS***

The local contributions for FY 2011 and FY 2012 assume State Sales Tax for Education revenues of \$8,000,000 and \$8,160,000 respectively. These estimates are significantly lower than current State projections of \$8,711,939 and \$9,001,853, but are based on actual collection histories. Should State sales tax revenues outperform County projections, excess proceeds will be provided to the Schools.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund**

County funding is part of a total funding package for the school budget as follows:

<u>Breakdown</u>	FY 10 Budget	FY 11 Budget	Percent Change	FY 12 Budget	Percent Change
County	\$ 73,727,700	\$ 73,800,000	0.1%	\$ 73,960,000	0.2%
City	6,910,712	6,979,335	1.0%	6,914,795	-0.9%
	80,638,412	80,779,335	0.2%	80,874,795	0.1%
Other	32,565,778	30,792,700	-5.4%	29,192,700	-5.2%
	\$ 113,204,190	\$ 111,572,035	-1.4%	\$ 110,067,495	1.3%
Change-Previous Year		\$(1,632,155)		\$(1,504,540)	
Enrollment	10,503	10,720	2.1%	10,889	1.6%
Spending Per Pupil	\$10,778	\$10,408	-3.4%	\$10,108	-2.9%

**BUDGET COMMENTS**

Revenues and expenditures for FY2011 decline by 1.4% despite the fact that J. Blaine Blayton Elementary School opens and Lois Hornsby Middle School also opens, replacing a smaller James Blair Middle School. Both new buildings are expected to open for the 2010-2011 school year. James Blair Middle School will be renovated and central office and student services employees will relocate as will the Academy for Life and Learning (ALL).

State revenue reductions fuel the decreases in revenues and spending in both years, despite projected enrollment growth in both years.

The City and County have a school funding contract built on the respective share of enrollment in the joint school system. The City shares of funding of local revenues are:

FY 2010	8.57%
FY 2011	8.64%
FY 2012	8.55% estimated

In addition to the funding for the operating budget and for debt service, there are also proposed capital investments for school facilities. Those are shown in Section D of this budget, page D-3.

***DESCRIPTION OF SERVICES***

The Williamsburg Regional Library consists of two Mobile Library Services vehicles and two buildings - the James City County Library on Croaker Road and the Williamsburg Library on Scotland Street. The Library offers a wide range of materials for adults and children. In addition to books, the Library provides audio books on cassette and CD, feature and non-feature videos and DVDs, music CDs, and several specialty collections. The Library also provides access to numerous online computer resources. Librarians are available to assist users at our buildings and remotely via phone, E-mail, or instant messaging. The Mobile Library Services vehicles bring Library resources to community members who cannot access the Library buildings. The Library also provides a homebound service, delivering materials to those unable to take advantage of the Mobile Library Services vehicles. The Library offers an assortment of programs for children and adults, including story times, Library tours, computer classes, and book discussions. The Library hosts the acclaimed Dewey Decibel Concert Series, regular films, exhibits, and other events. The Williamsburg Library has three meeting rooms and a 268-seat theater; the James City County Library has two meeting rooms, a computer lab, and the 90-seat Kitzinger Community Room. Through formal partnerships with 26 local organizations, the Library extends its reach into the community, attracting new users and expanding access to Library services.

***BUDGET SUMMARY***

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
Regional Library System & Arts Center	\$ <u>6,063,850</u>	\$ <u>5,813,163</u>	\$ <u>5,813,163</u>

Total Regional Library System Budget:

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
County	\$ 4,267,834	\$ 4,102,823	\$ 4,102,823
City	840,707	750,291	750,291
Other	955,309	960,049	960,049
Total	\$ <u>6,063,850</u>	\$ <u>5,813,163</u>	\$ <u>5,813,163</u>

***BUDGET COMMENTS***

The City of Williamsburg and the County have a contractual agreement for the operation of the system. The contract provides for Library employees to be covered under the County's personnel and pay plans. This budget provides for reduced County funding as the Library has reduced their operational expenses and are requesting less money from both the City and the County, including the elimination of one full-time and two part-time positions.

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to regional entities that the County is a partner.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Regional Jail	\$ 1,986,352	\$ 1,935,192	\$ 2,079,580
Regional Juvenile Detention Center	316,800	352,500	352,500
Williamsburg Area Transit Authority	481,158	481,158	481,158
Colonial Group Home Commission	333,554	333,554	333,554
	<u>\$ 3,117,864</u>	<u>\$ 3,102,404</u>	<u>\$ 3,246,792</u>

**BUDGET COMMENTS**

The County is a member of the Virginia Peninsula Regional Jail Authority, along with the Cities of Williamsburg and Poquoson, and the County of York. The spending is the expected cost of County prisoners. That cost will cover all local costs associated with the operations of the Regional Jail, as well as debt service for the facility; however, State reductions in Aid to Localities and the reduction in the State per diem for inmates emphasizes the continued diminished State support of State mandates.

The County is also a member of the Middle Peninsula Juvenile Detention Commission, along with 17 other localities. This budget is based on the projected number of beds that the County will use over the next two years.

The Colonial Group Home Commission is a regional court alternative program that operates Crossroads, community supervision, and electronic monitoring for juveniles.

The Williamsburg Area Transit Authority is now shown as a regional entity versus previous years where it was shown as a transfer to another fund.

**DESCRIPTION OF SERVICES**

Included in this service area is the County's contribution to the Peninsula Health District (PHD), a State agency with shared funding. The Department offers a wide range of preventive, diagnostic, and rehabilitative medical and health services to all County residents, regardless of age, sex, race, or income, whenever the need arises. Other clinical services are provided by a not-for-profit corporation, Williamsburg Area Medical Assistance Corporation (WAMAC). WAMAC is funded by local jurisdictions, the local hospital, local businesses, and the State Health Department. It is staffed by volunteer physicians and paid administrative and nursing staff. WAMAC focuses on family practice to low-income families who have no or limited access for their health care needs.

The Comprehensive Health Investment Program (CHIP) targets children, birth to age six, and assists in providing access to health care in the community.

The County also contributes funds to the Colonial Services Board, a regional agency that provides overall administration and coordination of mental health, mental retardation, and substance abuse programs for Williamsburg, James City County, York County, and Poquoson. Services include psychiatric evaluation and treatment, individual and group counseling, drug and alcohol abuse treatment, vocational workshops for the developmentally disabled, and special educational and rehabilitation programs for handicapped children. Local funding is shared according to an agreed, predetermined formula. Funding for administrative expenses is based on population, while programmatic funding is based 20 percent on population and 80 percent on current utilization figures.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
Colonial Services Board	\$ 854,795	\$ 854,795	\$ 854,795
Olde Towne Medical Center	315,000	315,000	315,000
Public Health Contribution	327,653	327,653	327,653
Comp Health Invest Program	51,070	51,070	51,070
Local Effort	3,600	3,600	3,600
Total Health Services	\$ <u>1,552,118</u>	\$ <u>1,552,118</u>	\$ <u>1,552,118</u>

**BUDGET COMMENTS**

The funding for public health generally reflects the County's utilization of the regional Public Health Department and Williamsburg Area Medical Assistance Corporation (WAMAC). The funding for the State Public Health Department is estimated at level funding.

**PURPOSE**

This budget records the County's contribution from the General Fund to the Community Development Fund, Special Projects Fund and the Social Services Fund.

**BUDGET SUMMARY**

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
Social Services	1,466,288	1,561,991	\$ 1,580,835
Special Projects/ Comprehensive Services Act	217,426	317,426	317,426
Housing and Community Development	432,340	437,995	444,398
Total	\$ <u>2,116,054</u>	\$ <u>2,317,412</u>	\$ <u>2,342,659</u>

**BUDGET COMMENTS**

Program details may be found in the separate budgets for these activities found in Section F of this budget.

## **Capital Budget FY 2011 – FY 2015**

The James City County Capital Improvement Program (CIP) is a planning and budget tool, which provides information about the County's infrastructure needs for a six-year time frame. The first year of the CIP is the Capital Budget and this first year is actually the only year where funding sources are identified and appropriated to projects. The remaining five years of the CIP list the capital projects identified for implementation, the estimated cost and possible funding sources. Each year the list of projects is reviewed for need, cost, and priority. New projects may be added and other projects deleted.

Generally, Capital Improvements are defined as physical assets, constructed or purchased, that have a useful life of ten years or longer, a cost of \$50,000 or more, and result in a County asset. Projects that meet this definition of a capital improvement are included in this CIP, such as:

- a. New and expanded facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Equipment for any public facility or improvement when first erected or acquired.
- d. The cost of engineering or architectural studies and services relative to the improvement.
- e. The acquisition of land for a community facility such as a school, a park, or for greenspace or conservation purposes.

Funding for the purchase of vehicles or equipment is included in the CIP when they have expected lives of ten years or longer and a cost of \$50,000 or more.

**CAPITAL MAINTENANCE PROJECTS.** Included as a separate component of the Capital Improvement Program are certain items meeting the definition of Capital Improvements, but which could just as easily be classified as "maintenance," either of a facility or of a program. Roof repairs and replacement fire trucks are generally shown as "maintenance" projects. School buses, as an example, are budgeted differently depending upon whether they are new buses or are replacements.

**CAPITAL OUTLAY.** The CIP does not include items defined as Capital Outlay. These items, shown within the County's Operating Budget, include such things as furniture, equipment, vehicles, and motorized equipment needed to support the operation of the County's programs. Generally, a Capital Outlay item may be defined as an item valued in excess of \$1,000, but less than \$50,000. A Capital Outlay item would usually have a life expectancy of less than 10 years, but there are items, such as pieces of furniture, that will probably be in use for much longer.

Capital Outlay may also include minor construction projects and facility repairs. If these items can be combined into a project category that would be defined as a Capital Project, then the project would most likely be shown as a Capital Maintenance project.

**COMPREHENSIVE PLAN.** The County's CIP is developed and proposed within the context established by the County's adopted Comprehensive Plan. This Plan is evaluated annually and is the focus of a major review every five years. Components of the Plan include goals, objectives, and strategies in major subject areas such as economics, public facilities, parks and recreation, housing, environment, transportation, community character, and land use.

**PLANNING COMMISSION.** The County's Planning Commission annually reviews the Capital Improvement Program and ranks each non-maintenance project within the context of the adopted Comprehensive Plan. The Commission's Capital Improvement Program rankings are submitted separately to the Board of Supervisors.

## **Capital Budget FY 2011 – FY 2015**

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**STRATEGIC MANAGEMENT PLAN.** Each year County departments and agencies review and revise the Strategic Management Plan that inspire their annual goals, objectives, and work program initiatives for the coming year. Most of the budget impacts of an adopted Strategic Management Plan are in the Operating Budget, but a few items may end up in the CIP.

**PROJECT COSTS.** The projected costs of each capital project are sometimes the result of detailed engineering studies, and are sometimes simply educated guesses. The project costs to be funded in the CIP should include all costs relating to design, acquisition, construction, project management, equipment, legal expenses, mitigation of damages, title costs and other land related costs, etc., when such information is available. Each year the CIP may be adjusted as the complete project costs become more firmly known.

**FUNDING DECISIONS.** Funding recommendations by staff to the Board are made based on a variety of information. The total amount of money available, the level of developer contributions or other private funding sources, the availability of grants or Federal and State funds, and the availability of previously appropriated, and unobligated funds are all factors that are considered in recommending a funding level. Consistency with either the Strategic Management and Comprehensive Plans, as well as the Planning Commission's priorities, are also considered in the funding recommendation.

**DEBT FINANCING.** Debt financing is an option that the Board of Supervisors may also consider as a financing option. There are essentially only two options for debt financing. The first is some form of owner financing or lease purchase, an installment sale, or any other financing instrument that must be reviewed and funds appropriated each year. The second type of debt financing is known as general obligation financing, where future Boards of Supervisors are required to set the tax rates at a level to pay off the debt. Except for specific exceptions, such as schools, general obligation debt can only be issued after a successful voter referendum authorizes the borrowing. Debt financing payments are then paid mostly from General Fund contributions. Past trends have been to "stair step" increasing contributions from the operating budget. The change from annual reassessments to reassessments every other year puts most of the funding pressure on the first year of the two-year budget process. For a further discussion of debt financing, please see page F-10.

**SEPARATE CAPITAL IMPROVEMENT PROGRAMS.** Some agencies and/or regional organizations adopt their own Capital Improvement Programs. These include the Virginia Peninsula Regional Jail, the Middle Peninsula Juvenile Detention Commission, the Community Action Agency, the Group Home Commission, and the James City Service Authority. The County's CIP includes items for regional groups, such as the Williamsburg Regional Library or the Williamsburg-James City County Public Schools, where the County is the major funding source.

**SUMMARY.** The Capital Improvement Program represents the mutual efforts of County departments and agencies to meet the infrastructure needs of County residents, businesses, and visitors. It usually cannot fully fund all the Capital Budget requests and the projects are closely scrutinized and prioritized to provide for the maximum benefit. Citizen input, the County's adopted Comprehensive and Strategic Management Plans, the recommendations of the County's Planning Commission, and the total funding available all play a role in allocating limited resources. The FY 2011-FY 2015 Capital Improvement Program is very lean compared to previous years as capital investments compete with ongoing operations for adequate funding.

## CAPITAL PROJECT DETAIL

		<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Six Year TOTAL</b>
<b>SCHOOLS</b>							
DJ Montague Elem HVAC/Refurb	#	\$3,900,000	\$	\$	\$	\$	\$3,900,000
Berkeley Middle HVAC/Field Improv		582,400					582,400
Sprinklers - James River Elementary		585,000					585,000
James River Elementary HVAC				3,090,000			3,090,000
Toano Middle HVAC				2,876,500			2,876,500
Toano Middle Roof				722,500			722,500
Clara Byrd Baker Exterior Masonry				300,000			300,000
Lafayette HS HVAC					2,566,600		2,566,600
James River Elem Roof/Refurb					2,404,800		2,404,800
Operations HVAC					876,000		876,000
New Central Office - if needed						5,400,000	5,400,000
Resurf Parking Lots		139,000	93,000	90,000	90,000	90,000	502,000
New Horizons Contrib	#	82,331	82,331	82,331			246,993
Security Card Access	#	70,000	70,000	70,000	70,000	70,000	350,000
Lafayette Refurb/Paint/Practice Field Refurb		175,000	1,783,482	1,560,000			3,518,482
Replace Cooley Field Lights		163,000					163,000
Stonehouse Elem Refurb/Field Lights						1,906,066	1,906,066
Jamestown HS Refurb/Field Lights						2,290,000	3,846,356
<b>TOTALS</b>		<b>\$5,358,731</b>	<b>\$583,331</b>	<b>\$9,014,813</b>	<b>\$9,123,756</b>	<b>\$9,756,066</b>	<b>\$33,836,697</b>
County Share (*)		91.36%	91.50%	91.60%	91.70%	91.80%	
FUNDING (County Share)		\$4,895,737	\$533,748	\$8,257,569	\$8,366,484	\$8,956,069	\$31,009,607
DEBT-VPSA (note)		4,629,577	-	6,401,924	5,362,066	4,957,200	21,350,767
OTHER		266,160	533,748	1,855,645	3,004,418	3,998,869	9,658,840
		<b>\$4,895,737</b>	<b>\$533,748</b>	<b>\$8,257,569</b>	<b>\$8,366,484</b>	<b>\$8,956,069</b>	<b>\$31,009,607</b>

\* Based on funding formula established under the City/County school contract.

# Top Ten project as ranked by the James City County Planning Commission - Commission did not rank capital maintenance projects

School projects also ranked in the Top 10 include:

School Classroom Technology	Schools investing operation funds
Jamestown HS Multiuse Space	Funding appropriated in FY 2010
James Blair/A.L.L. Refurbishment	To be funded from WJCC capital funds
Grading New School Operations Prop	Funded in FY 2010

(note) - VPSA debt issue proposed for FY 2011 would also include the Jamestown HS Multiuse Space appropriated in FY2010.

Possible borrowing in FY 2015 for new central office - depends on enrollment growth at the middle schools when it would be necessary.

## CAPITAL PROJECT DETAIL

### BUDGET COMMENTS - SCHOOLS

FY 2011 - Proposed to be funded using a Virginia Public School Authority borrowing are three FY 2011 projects:

- DJ Montague Elementary School HVAC Replacement and Building Refurbishment
- James River Elementary School - replacing the fire sprinkler system
- Berkeley Middle School - HVAC Replacement and Field Improvements, including fencing

FY 2011 - FY 2015

Also proposed to be funded are on-going projects to resurface parking lots at various building sites, continue to implement improved security access at school buildings and an on-going commitment to finance capital improvements at the New Horizon Technical Center.

FY 2012 - FY 2014 - Totally refurbishing Lafayette High School is proposed to be funded over three years.

No improvements financed by borrowing are scheduled in FY 2012 but are proposed in every other year of the five-year program.

FY 2013 - Proposed to be funded using a Virginia Public School Authority borrowing are three FY 2013 projects:

- Toano Middle School HVAC replacement and roof replacement
- James River Elementary School HVAC replacement
- Clara Byrd Baker Elementary School exterior masonry

FY 2014 - Proposed to be funded using a Virginia Public School Authority borrowing are three FY 2014 projects:

- Lafayette High School HVAC Replacement
- James River Elementary School Roof Replacement/Refurbishment
- Operations Center HVAC Replacement

Also proposed for funding over two years, FY 2014 and FY 2015, is the refurbishment of Jamestown High School.

FY 2015 - If it is necessary to return James Blair to the system as the fourth middle school to meet enrollment needs, this budget proposes to borrow to build a new central office and A.L.L. facility on existing County property near Warhill High School.

Also proposed for funding in FY 2015 is the refurbishment of Stonehouse Elementary School and lights for the school playing fields

The school building HVAC, roof and refurbishment projects are designed to (1) extend the practical and operational life of the building as a public school and (2) to invest in energy efficient and cost saving improvements to reduce on-going operating costs.

## CAPITAL PROJECT DETAIL

### OTHER COUNTY

	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Six Year TOTAL</b>
Fire Station #4 (Olde Towne Road) Rebuild	\$ 3,300,000					\$ 3,300,000
MCP Kidsburg/Buildings/Fences	1,800,000					1,800,000
Building D HVAC/Renovation	1,200,000					1,200,000
Greenspace/PDF (**)	#					-
Water Quality (***)	#					-
Fire Pumper Replacements	350,000		600,000	600,000	600,000	2,150,000
Bldg F HVAC/Controls	140,000					140,000
JCWCC Renovations	126,840	346,312	282,000	197,000	120,000	1,072,152
Government Center Exteriors	67,000	66,000				133,000
Building D Conceptual Plans/Design	50,000					50,000
Ambulance Replacements		204,000		242,000	242,000	688,000
Freedom Park Trail			770,000			770,000
JCWCC Parking/Close Ashbury Road			629,167			629,167
Chickahominy RF Park Well/Lines			500,000			500,000
Overlay Parking Lots			160,000	280,000	250,000	690,000
Warhill Sports Complex Baseball				1,675,000		1,675,000
Shaping Our Shores Master Plan					245,000	245,000
Warhill Sports Complex Basketball					189,000	189,000
Fleet and Emergency Opsn Center Roofs					150,000	150,000
Emergency Operations Center Generator					135,000	135,000
Video Center HVAC					130,000	130,000
Electrical Work - EOC, HSC, Bldgs A&B					130,000	130,000
<b>TOTALS</b>	<b>\$733,840</b>	<b>\$6,916,312</b>	<b>\$2,941,167</b>	<b>\$2,994,000</b>	<b>\$2,191,000</b>	<b>\$15,776,319</b>
DEBT - VRA	\$ 6,300,000					\$ 6,300,000
OTHER	733,840	616,312	2,941,167	2,994,000	2,191,000	9,476,319
	<b>\$733,840</b>	<b>\$6,916,312</b>	<b>\$2,941,167</b>	<b>\$2,994,000</b>	<b>\$2,191,000</b>	<b>\$15,776,319</b>

(\*\*) No additional funds are programmed for Greenspace or Property Development Rights (PDR). Voter-approved capacity exists for an additional \$14 million and the debt service budget (page F-6) provides for borrowings of \$7 million in FY 2011 and \$7 million in FY 2013, if needed.

(\*\*\*) The Board of Supervisors has endorsed a voter referendum in November 2010 for water quality projects for the next five years.

# Top Ten project as ranked by the James City County Planning Commission

Also ranked in the Top 10:

Greenways

\$770,000 proposed for Freedom Park Trail in FY 2013

## CAPITAL PROJECT DETAIL

### BUDGET COMMENTS - OTHER COUNTY

The FY 2011 budget includes funds to replace a 13-year-old pumper (1997) that has had a history of significant maintenance issues. The new pumper would be equipped with the latest firefighting technology. The last two pumpers purchased were equipped with the CAF foam system. This system increases the efficiency of attack hoses, reducing the time needed to knock down and/or extinguish a fire. This improves survivability trapped victims, reduces damage to the structure/contents, and improves safety of firefighters. These funds would also help equip the new vehicle with radio equipment, hose, EMS patient care supplies and portable lighting. \$250,000 of the total \$600,000 cost of the pumper will be reallocated from existing Fire capital balances in the current budget.

FY 2011 also includes funds for replacing the HVAC control systems in Building F of the Government Center, continuing renovations to the James City/Williamsburg Community Center and exterior work on windows and doors to improve energy efficiency of Government Center Buildings A and B.

With the School's Central Office leaving the Government Center, currently projected to be in the Spring of 2011, Building D can be refurbished and used to assist in consolidating divisions like Stormwater and Environmental in one location. In addition, the proposed demolition of Building C will create a need to relocate County Administration and the County Attorney's offices into Building D.

The FY 2012 budget proposes a Virginia Resource Authority bond issue to refurbish Building D, replace the HVAC and then demolish Building C. Whether or not Building C is replaced, including the proposed uses and timing of any replacement, are decisions that a future Board will make. The VRA bonds would also include funding to expand and replace, on the existing site on Olde Towne Road, Fire Station # 4 and to replace Kidsburg, offices and restrooms at Mid County Park, including the installation of new fences.

Also included in FY 2012 is a replacement ambulance.

FY 2013 includes four major investments - (1) a second fire pumper replacement; (2) an expansion of the parking lot at the JCWCC created, in part, by closing Asbury Road; (3) replacing and improving the well and waterlines at the Chickahominy Riverfront Park and (4) installing a trail through Freedom Park to the new schools.

FY 2014 highlights include additional fields in the Warhill Sports Complex baseball, fire pumper and ambulance replacements and parking lot overlays.

FY 2015 is primarily composed of capital maintenance projects, an addition to the Warhill Sports Complex basketball sites is the only exception.

## CAPITAL PROJECT DETAIL

CAPITAL INVESTMENTS						Six Year
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL
Schools	\$4,895,737	\$ 533,748	\$ 8,257,569	\$ 8,366,484	\$ 8,956,069	\$31,009,607
Other County	733,840	6,916,312	2,941,167	2,994,000	2,191,000	15,776,319
	<b><u>\$5,629,577</u></b>	<b><u>\$7,450,060</u></b>	<b><u>\$11,198,736</u></b>	<b><u>\$11,360,484</u></b>	<b><u>\$11,147,069</u></b>	<b><u>\$46,785,926</u></b>
<b>FUNDING SOURCES</b>						
Recurring Revenues - General Fund	\$ 750,000	\$ 750,000	\$ 3,904,710	\$ 4,910,178	\$ 4,800,000	\$15,114,888
Investment Income	250,000	400,060	400,000	500,000	600,000	2,150,060
Other - Proffers, Reallocations	-	-	492,102	588,240	789,869	1,870,211
	<b><u>1,000,000</u></b>	<b><u>1,150,060</u></b>	<b><u>4,796,812</u></b>	<b><u>5,998,418</u></b>	<b><u>6,189,869</u></b>	<b><u>19,135,159</u></b>
Borrowing - Schools	4,629,577	-	6,401,924	5,362,066	4,957,200	21,350,767
Borrowing - Other County		6,300,000				6,300,000
	<b><u>4,629,577</u></b>	<b><u>6,300,000</u></b>	<b><u>6,401,924</u></b>	<b><u>5,362,066</u></b>	<b><u>4,957,200</u></b>	<b><u>27,650,767</u></b>
	<b><u>\$5,629,577</u></b>	<b><u>\$7,450,060</u></b>	<b><u>\$11,198,736</u></b>	<b><u>\$11,360,484</u></b>	<b><u>\$11,147,069</u></b>	<b><u>\$46,785,926</u></b>

### BUDGET COMMENTS

Relatively modest annual contributions are anticipated for FY 2011 and FY 2012, the expectation that "pay as you go" funding would increase in FY 2013 to continue to invest in capital maintenance for existing property and a few modest new investments.

Proffer revenues may not stop in FY 2011 and FY 2012, but this budget does not propose to begin investment them until FY 2013. Projected new borrowings are shown below, a discussion of the impact on debt service is shown on Page F-11.

FY 2011	VPSA - Schools	6,900,000	includes JHS multi-use space
FY 2011	Possible GO Greenspace	7,000,000	if needed
FY 2012	VRA - Other County	6,300,000	
FY 2013	Possible GO Greenspace	7,000,000	if needed
FY 2013	Schools	6,400,000	
FY 2014	Schools	5,360,000	
FY 2015	School Central Office	4,960,000	if needed - depends on enrollment increases and when James Blair would need to reopen as a middle school

## CAPITAL PROJECT DETAIL

### PROJECTED OPERATING COSTS

<b>SCHOOLS</b>	<b>FIVE YEAR CAPITAL INVESTMENT</b>	<b>PROJECTED OPENING DATE</b>		<b>INCREASE IN ANNUAL OPERATING COSTS</b>
Capital Maintenance/Replacement Projects	\$ 48,924,525	various	Utility, custodial, insurance, maintenance	Projected savings*
Jamestown HS Multi-Purpose Space (Note A)	2,489,000	Aug 11	Utility, custodial, insurance, maintenance	48,000
Warhill Sports Complex Baseball	1,675,000	Apr 14	Maintenance	20,000
Freedom Park Trail	770,000	Jun 13	Maintenance	6,000
Jamestown HS Field Lights	556,540	Apr 14	Utilities, maintenance	16,000
Stonehouse Elementary School Field Lights	350,000	Apr 15	Utilities, maintenance	12,000
Shaping Our Shores Master Plan	245,000	Apr 15	N/A	-
Warhill Sports Complex Basketball	189,000	Apr 15	Maintenance	4,000
Berkeley Middle Softball Field Improvements	182,400	Apr 11	Maintenance	4,000
<hr/>				
	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Increase in Operating Costs	\$ 1,000	\$ 40,000	\$ 52,000	\$67,000
				<b>FY 2015</b>
				\$98,000

\* No estimate is currently available for the **savings** generated by replacements, refurbishments and other capital maintenance improvements.

Current estimates indicate that the increase in operating costs for new capital investments, shown above, would be **totally** offset by reduced maintenance and utility costs generated by the capital maintenance investments.

Note A - Appropriated in FY 2010, borrowing anticipated in FY 2011.

**MISSION:** To provide municipal water and wastewater service to County residences and businesses in the Primary Service Area between Toano and Grove and to operate dedicated detached water systems in other areas of the County in accordance with local, State, and Federal rules and regulations.

**SERVICE:** The James City Service Authority was created in 1969 to finance, construct, operate and maintain water and wastewater systems in designated areas of the County. The Authority operations are administered by a Board of Directors appointed by the County's Board of Supervisors. At the present time, they have appointed themselves as the members of the Board of Directors to more fully coordinate activities with those of the County in the planning and development of utility systems.

### **STRATEGIC MANAGEMENT PLAN**

#### ***DIRECTION NO. 1 - Plan responsibly for the needs of a growing, diverse community.***

**PATHWAY** – Improve availability of drinkable water and increase reliability of wastewater pumping facilities.

#### **ACTIONS – WATER SUPPLY**

1. Enhance operational effectiveness and reliability of the James City Service Authority water distribution and transmission systems.
2. Improve availability of drinkable water and facilities to meet projected customer growth.
3. Improve water quality and reduce Total Coliform positive analysis of routine monthly bacteriological samples.
4. Increase the reliability and security of all water production facilities and reduce emergencies.
5. Increase the reliability of the water distribution systems.

#### **ACTIONS – WASTEWATER INFRASTRUCTURE**

1. Enhance operational effectiveness and reliability for the wastewater gravity sewer and force main systems.
2. Increase reliability of wastewater pumping facilities to reduce spill potential and reduce operating costs.

#### ***DIRECTION NO. 2 – Steward the natural environment and historic heritage.***

**PATHWAY** – Enhance operational effectiveness and reliability of the wastewater gravity sewer and force main collection system.

#### **ACTIONS – WASTEWATER SPILLS**

1. Enhance operation's effectiveness and reliability for the wastewater gravity sewer and force main systems.
2. Reduce the number of wastewater spills within the sewer collection system.
3. Reduce the number of wastewater spills within the pumping facilities.
4. Increase the reliability of the wastewater collection to reduce costs and eliminate sewer backups.

The operations of the JCSA are the responsibility of a General Manager, assisted by an Assistant General Manager, Chief Engineer for Water, Chief Engineer for Sewer, Utility Operations Administrator, and a Utility Account Supervisor. Support services in legal, planning, finance, payroll, and general administrative areas are provided by various County departments on a reimbursable basis. The Authority's operations are coordinated through five separate funds:

**Administration Fund** - The Administration Fund contains expenses such as salaries, building maintenance, utilities, and other overhead expenses that are not directly attributable to one of the other funds.

**Water Fund** - The Water Fund contains revenues and expenses for operation of the JCSA groundwater supply and distribution system.

**Sewer Fund** - The Sewer Fund contains revenues and expenses for operation of the JCSA sewer collection and transmission system.

**Capital Improvements Program (CIP)** - The Capital Improvements Program provides revenues and expenses for major water and sewer expansions, replacements, and rehabilitations.

**Debt Service Fund** - Identify spending and sources of funding to pay principal and interest on outstanding Authority debt.

These budgets reflect assessment of key service rates and charges for FY 2011, as follows:

1.	Water Service Retail Rate	Residential: (Per Billing Period)	1st Block 2nd Block < 15,000 gallons > 15,000 to < 30,000 gallons 3rd Block > 30,000 gallons	\$2.85 per 1,000 gallons \$3.45 per 1,000 gallons \$9.80 per 1,000 gallons
		Commercial:	Flat Rate	\$3.45 per 1,000 gallons
2.	Sewer Service Retail Rate		Flat Rate	\$2.80 per 1,000 gallons
3.	Water System Facility Charge	5/8-inch meter		\$500 per bathroom fixture
4.	Sewer System Facility Charge	5/8-inch meter		\$400 per bathroom fixture

**PURPOSE**

The James City Service Authority finances, constructs, operates, and maintains public water and sewer systems within the Primary Service Area. Operational and maintenance responsibilities include wells, water distribution lines, sewage pumping stations, and sewage collection lines. Expenses are charged directly to a particular project or are allocated to the different operating areas as indirect costs. The Administration Fund allocation formula is based on the number of customers, system work orders, number of facilities, miles of water/sewer lines, and capital assets value. The current allocation provides for a ratio of 42 percent from Water Fund and 58 percent from Sewer Fund.

**BUDGET SUMMARY**

	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>	FY 12 <u>Plan</u>
<b><u>Expenses:</u></b>			
Personnel Expenses	\$ 4,259,460	\$ 4,060,947	\$ 4,117,093
Operating Expenses	1,673,046	1,508,311	1,513,786
Capital Outlay	<u>35,000</u>	<u>27,000</u>	<u>79,500</u>
Total	<u>\$ 5,967,506</u>	<u>\$ 5,596,258</u>	<u>\$ 5,710,379</u>
<b><u>Allocation of Expenses:</u></b>			
Water Fund	\$ 2,506,353	\$ 2,350,428	\$ 2,398,359
Sewer Fund	<u>3,461,153</u>	<u>3,245,830</u>	<u>3,312,020</u>
Total	<u>\$ 5,967,506</u>	<u>\$ 5,596,258</u>	<u>\$ 5,710,379</u>

**PERSONNEL**

Full-Time Personnel	64	60	60
Part-Time Personnel	2	2	2

**BUDGET COMMENTS**

Administration expenses are reimbursed from the operating funds through utility consumption charges, water and sewer inspection fees, billing service charges, and office rent charged to James City County.

The Administrative Budget decreases 6.2 percent in FY 2011 and increases 2.0 percent in FY 2012. The decrease in FY 2011 is due to the elimination of two Full-Time Regular Construction Inspector positions, the transfer of two Full-Time Regular positions (Maintenance Mechanic and Operations Technician) to the Sewer Fund, deferring an easement clearing contract, a reduction in employee training and a reduction in vehicle fuel consumption. The increase in FY 2012 is for health insurance premiums, vehicle maintenance, grounds maintenance contract and replacement of a SUV and a  $\frac{3}{4}$  Ton Truck.

**PURPOSE**

This Water Fund Operating Budget provides funds for the operation and maintenance of 22 well facilities including the Five Forks Groundwater Treatment Facility, eight water storage tanks, and 343 miles of water distribution lines that serve portions of the County. Indirect operating and maintenance costs are reimbursed to the Administration Fund. Revenue is provided from service charges, interest income, and other miscellaneous items.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
<b>Revenues:</b>			
Service Charges	\$ 6,220,595	\$ 5,849,493	\$ 5,936,373
Interest	477,000	371,000	398,000
Miscellaneous	<u>421,383</u>	<u>388,983</u>	<u>388,983</u>
Total	<u>\$ 7,118,978</u>	<u>\$ 6,609,476</u>	<u>\$ 6,723,356</u>
<b>Expenses:</b>			
Admin Fund Allocation	\$ 2,506,353	\$ 2,350,428	\$ 2,398,359
Direct Expenses	2,920,756	2,749,416	2,790,553
Capital Equipment Outlay	156,850	10,000	36,000
Debt Service Fund	1,385,019	1,384,632	1,383,444
PDA Operating Costs	<u>150,000</u>	<u>115,000</u>	<u>115,000</u>
Total	<u>\$ 7,118,978</u>	<u>\$ 6,609,476</u>	<u>\$ 6,723,356</u>

**PERSONNEL**

Full-Time Personnel	15	15	15
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**PERFORMANCE MEASURES**

	FY 08 Year-end	FY 09 Year-end	FY 10 Jul-Dec	FY 11 Adopted
% Water (MGD) Withdrawal Versus DEQ Permit	57%	56%	58%	65%
% of Water Quality Samples in Compliance	99.8%	99.4%	100%	100%
% of Water Service Interruptions Repaired in 8 Hours or Less	New Measure	93.8%	96.9%	90%

**BUDGET COMMENTS**

This Water Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Water System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve both water quality and reliability. The new Groundwater Treatment Plant (GTP) became fully operational in FY 2006.

The Water Fund revenues will decrease by 7.1 percent in FY 2011 and increase by 1.7% in FY 2012. The FY 2011 revenue decrease is due to a projected downward trend in water production, a decline in interest earned on investments and a decline in new construction activity as it relates to plan review and inspection fees. The increase in FY 2012 is due to projected modest customer growth and interest income.

The decrease in FY 2011 Water Fund expenses is due to a reduction in the Administrative Fund Allocation, operating reserve, utilities, purchase of new equipment, well abandonment program and Newport News Project Development Agreement operating costs. The increase in FY 2012 expenses is for health insurance premiums and a modest reinstatement of an operating reserve.

**PURPOSE**

This Sewer Fund Operating Budget provides funds to operate and maintain 77 sewage pumping stations and 383 miles of sewage collection lines located throughout the Primary Service Area (PSA). Indirect operating and maintenance costs are reimbursed to the Administration Fund. Revenues are received from service charges, interest, and miscellaneous items.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
<b>Revenues:</b>			
Sewer Service Charges	\$ 5,432,837	\$ 5,119,738	\$ 5,186,938
Interest	433,000	329,000	352,000
Grinder Pump Charges	209,100	209,100	209,100
Miscellaneous	<u>142,000</u>	<u>142,000</u>	<u>142,000</u>
Total	<u>\$ 6,216,937</u>	<u>\$ 5,799,838</u>	<u>\$ 5,890,038</u>
<b>Expenses:</b>			
Admin. Fund Allocation	\$ 3,461,153	\$ 3,245,830	\$ 3,312,020
Direct Expenses	2,366,784	2,200,008	2,225,018
Grinder Pump Expenses	309,000	309,000	309,000
Capital Equipment Outlay	<u>80,000</u>	<u>45,000</u>	<u>44,000</u>
Total	<u>\$ 6,216,937</u>	<u>\$ 5,799,838</u>	<u>\$ 5,890,038</u>

**PERSONNEL**

Full-Time Personnel	11	11	11
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**PERFORMANCE MEASURE**

	FY 08 Year-end	FY 09 Year-end	FY 10 Jul-Dec	FY 11 Adopted
Number Sewer System Spills Per 100 Miles of Sewer Pipe	2.4	2.64	2.36	1.0
% of Sewer Service Interruptions Repaired in 8 Hours or Less	New Measure	75%	100%	90%

**BUDGET COMMENTS**

The Sewer Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Sewer System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve wastewater collection and movement reliability.

The Sewer Fund revenues will decrease by 6.7 percent in FY 2011 and increase by 1.6 percent in FY 2012. The FY 2011 revenue decrease is due to a projected downward trend in wastewater collection service and a decline in interest earned on investments. The increase in FY 2012 is due to projected modest customer growth and interest income.

The decrease in FY 2011 expenses is due to a reduction to the Administrative Fund Allocation, operating reserve, utilities, equipment maintenance, and purchase of new equipment. There was an elimination of two Full-Time Regular positions (Operations Technician and Operations Assistant) that was offset by the transfer in of two Full-Time Regular positions (Maintenance Mechanic and Operation Technician) from the Administrative Fund. The increase in FY 2012 expenses is for health insurance premiums, wastewater infrastructure maintenance, replacement of a  $\frac{3}{4}$  Ton Truck and a modest reinstatement of an operating reserve.

**James City Service Authority**
**Authorized Positions**

			<b>FY10 <u>Adopted</u></b>	<b>FY11 <u>Adopted</u></b>	<b>FY12 <u>Plan</u></b>
<b>Administration Fund</b>	<b><u>Full-Time Regular</u></b>				
Administration	General Manager		1	1	1
	Assistant General Manager		1	1	1
	Utility Analyst		1	1	1
	Automotive Technician I (Fleet Maintenance)		1	1	1
	Buyer I/II/Senior (Purchasing)		1	1	1
Customer Service	Utility Account Supervisor		1	1	1
	Utility Account Representative Senior		1	1	1
	Utility Account Representative I/II		5	6	6
Engineer Division	Chief Civil Engineer		2	2	2
	Civil Engineer I		2	2	2
	Civil Engineer Senior		1	1	1
	GIS Analyst		0	1	1
	GIS Technician		2	1	1
	Engineering Specialist		1	1	1
	Construction Inspector II		4	2	2
	Senior Utility Locator		1	1	1
	Utility Operations Assistant/Specialist I/II		2	0	0
Operations Admin	Utility Operations Administrator		1	1	1
	Utility Systems Analyst		1	1	1
	Information Systems Technician		1	1	1
	Secretary		1	1	1
	Warehouse Supervisor		1	1	1
	Warehouse Specialist		1	1	1
	Construction Inspector II		1	1	1
Support Section	Utility Operations Superintendent		1	1	1
	Utility Operations Foreman		1	1	1
	Industrial Mechanic		4	4	4
	Maintenance Mechanic		1	0	0
	Utility Operations Technician		2	1	1
Underground Utilities	Utility Operations Superintendent		2	2	2
	Utility Operations Foreman		2	2	2
	Utility Operations Crew Leader		4	4	4
	Utility Operations Assistant/Specialist I/II		13	14	14
			64	60	60
	<b><u>Part-Time Regular</u></b>				
Engineer Division	Utility Locator		2	2	2
	<b><u>Temporary</u></b>				
Operations Admin	Intern		3,580 hrs	1,500 hrs	1,500 hrs
	<b><u>On-Call</u></b>				
Underground Utilities	Utility Operations Assistant		2,080 hrs	0 hrs	0 hrs
<b>Water Fund</b>	<b><u>Full-Time Regular</u></b>				
Water Production	Utility Operations Superintendent		1	1	1
	Utility Operations Foreman		1	1	1
	Plant Supervisor		1	1	1
	Utility Operations Technician		7	7	7
	Utility Operations Assistant/Specialist I/II		5	5	5
			15	15	15
<b>Sewer Fund</b>	<b><u>Full-Time Regular</u></b>				
Wastewater Maintenance	Utility Operations Superintendent		1	1	1
	Utility Operations Foreman		1	1	1
	Utility Operations Technician		4	4	4
	Maintenance Mechanic		0	1	1
	Utility Operations Assistant/Specialist I/II		5	4	4
			11	11	11

**PURPOSE**

The Utility Capital Improvements Program (CIP) Budget provides for the construction of wastewater systems and water transmission, distribution and supply facilities, to include the engineering and acquisition program for additional groundwater supplies. Other water and wastewater system improvements are financed by accumulated JCSA funds for rehabilitation, replacement, extensions, and expansions.

**BUDGET SUMMARY**

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
<b><u>Revenues:</u></b>			
Water Facility Charges	\$ 1,987,500	\$ 1,843,000	\$ 1,885,000
Sewer Facility Charges	1,344,000	1,276,800	1,310,400
Proffers	<u>500,000</u>	0	0
Total Revenue	<u>\$ 3,831,500</u>	<u>\$ 3,119,800</u>	<u>\$ 3,195,400</u>
<b><u>Expenditures:</u></b>			
Water Supply	\$ 1,648,000	\$ 1,646,000	\$ 1,645,000
Water Transmission	664,000	0	0
Sewer System Improvements	1,334,500	983,800	1,550,400
Other Projects	<u>185,000</u>	<u>490,000</u>	0
Total Expenditures	<u>\$ 3,831,500</u>	<u>\$ 3,119,800</u>	<u>\$ 3,195,400</u>

**BUDGET COMMENTS**

This budget proposes to continue our practice of directing facility charges (the initial connection fees when a new house or business connects to the system) towards financing CIP projects. The FY 2011 CIP revenues will decrease by 18.6 percent from FY 2010 budgeted revenues. The revenue decrease is due to projected decline in construction of new homes and businesses as it relates to water and sewer facility charges. The FY 2011 expenses reflect a reduction of sewer system improvement project funding that is now projected as a requirement beginning in FY 2012.

The FY 2011-2015 CIP consists of six separate, but interrelated, segments of the utility program, all of which are important in keeping pace with County development. The proposed five-year plan defines an integrated program for the development of each of the six segments along parallel time frames, designed for adequate service to be provided in step with the County Comprehensive Plan and Strategic Management Plan. A brief description of the essential features of the six segments follows with a Summary on page E-11.

**1. WATER SUPPLY (105-100)**

Project Development Agreement Debt Service (2008) - This is a modified project request. The City of Newport News and JCSA have entered into a Project Development Agreement (PDA) for long-term water supply to James City County. The financing of the PDA was accomplished through the purchase of revenue bonds. The debt service, which began in FY 2009, is estimated to be \$1,650,000 annually to pay off these bonds at 5 percent for 32 years. The existing fund balance of \$1,648,000 is requested to be carried forward in FY 2011 CIP. This is an expansion project.

Desalination Plant Membrane Replacement (XXXX) – This is a capital maintenance project request. The project consists of replacing reverse osmosis membranes at the Five Forks Water Treatment Plant (FFWTP). In order to maintain water quality and an appropriate output from FFWTP, membranes must be replaced before failure. There are 720 membranes at approximately \$600 each. A total of \$430,000 is requested in FY 2013 and FY 2014 to complete this project.

**2. SEWER SYSTEM IMPROVEMENTS (105-150)**

Sewer System Overflow Report Preparation (2300) - This is a modified project request. State Department of Environmental Quality (DEQ) has placed localities in the Hampton Roads area under a consent order which was effective 9/26/07. The order requires modeling, flow monitoring, sewer system evaluations and reports. Engineering services are required to supplement in-house efforts in responding to the consent order. The existing fund balance of \$1,500,000 is requested to be carried forward in the FY 2011 CIP with an additional \$1,390,000 requested over the next three years to initiate projects as they are identified. This is a rehabilitation project.

DEQ Consent Order Sewer System Improvements (2475) - This is a modified project request. The results of the Sewer System Overflow Report Preparation project will provide location of sanitary sewer system weaknesses and what construction improvements will be required to rehabilitate the system. These improvements would include rehabilitation of numerous manholes and gravity sewer pipe replacement and/or slip lining throughout 48 of 76 Sanitary Sewer Evaluation Survey (SSES) Basins. These 48 basins include approximately 76% of the system gravity sewer pipe. It is envisioned that these projects will require a significant investment and will take approximately 15 years to complete. The existing fund balance of \$425,650 is requested to be carried forward in the FY 2011 CIP with an additional \$5,588,200 requested over the next five years to initiate projects as they are identified. This is a rehabilitation project.

**3. OTHER PROJECTS (105-160)**

Operations Center at Tewning Road (3005) - This is a modified project request. In early 2009, the board was informed of the JCSA's desire to proceed with the design and construction of a new Operations Center on Tewning Road. This effort evolved into a plan to relocate the existing Convenience Center on Tewning Road where a 12,500-square-foot building would be constructed. The board approved the award of the construction contract on 11/24/09. This requirement includes the Technology Wiring, Electrical Power Transformer, Storm Curtains and Building Furnishings for the new building. A total of \$200,000 is requested in FY 2011 to complete this project.

Heavy Equipment (3085) - This is a modified request to replace two heavy equipment items which include a 1 Ton Truck with Crane and a Small Jet Vactor Truck in FY 2011. The existing fund balance of \$119,161 is requested to be carried forward in the FY 2011 CIP with an additional \$290,000 is requested in FY 2011 to complete this project. This is a replacement project.

**Capital Project Detail**

		<b>PREVIOUSLY FUNDED BALANCE (MEMO ONLY)</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>TOTAL</b>
<b>Water Supply (105-100)</b>								
2003	PDA Debt Service	\$1,648,000	\$1,646,000	\$1,645,000	\$1,648,000	\$1,645,000	\$1,646,000	\$8,230,000
XXXX	Desalination Plant Membrane Replacement	0	0	0	215,000	215,000	0	430,000
	<b>Subtotal</b>	<b>\$1,648,000</b>	<b>\$1,646,000</b>	<b>\$1,645,000</b>	<b>\$1,863,000</b>	<b>\$1,860,000</b>	<b>\$1,646,000</b>	<b>\$8,660,000</b>
<b>Sewer System Improvements (105-150)</b>								
2300	Sewer Systems Overflow Report Preparation	\$1,500,000	\$800,000	\$545,000	\$45,000	\$0	\$0	\$1,390,000
2475	DEQ Consent Order Sewer System Imp	425,650	183,800	1,005,400	1,363,000	1,411,000	1,625,000	5,588,200
	<b>Subtotal</b>	<b>\$1,925,650</b>	<b>\$983,800</b>	<b>\$1,550,400</b>	<b>\$1,408,000</b>	<b>\$1,411,000</b>	<b>\$1,625,000</b>	<b>\$6,978,200</b>
<b>Other Projects (105-160)</b>								
3005	Operations Center at Tewning Road	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
3085	Heavy Equipment	119,161	290,000	0	0	0	0	290,000
	<b>Subtotal</b>	<b>\$119,161</b>	<b>\$490,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$490,000</b>
	<b>GRAND TOTAL</b>	<b>\$3,692,811</b>	<b>\$3,119,800</b>	<b>\$3,195,400</b>	<b>\$3,271,000</b>	<b>\$3,271,000</b>	<b>\$3,271,000</b>	<b>\$16,128,200</b>

## PURPOSE

The JCSA Debt Service Fund provides for the payment of principal and interest on long-term general obligation debt of the JCSA. The Debt Service Fund provides financing for the Five Forks Groundwater Treatment Facility (FFWTF) and Project Development Agreement (PDA) with the City of Newport News.

**Five Forks Groundwater Treatment Facility.** Revenue Bonds, Series 2003, were issued in 2004 to finance the construction of the FFWTF. In June 2005 the JCSA completed the construction of the 5.0 million gallons per day (mgd) groundwater treatment facility which has reverse osmosis technology to treat water from the Potomac Aquifer. Debt Service for the revenue bonds is for a 15-year period.

Revenues - Contributions from the JCSA's Water Fund are the basic source of revenue.

Expenses - Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Bond payments began in FY 2004 and covered approximately nine months of interest, with the first payment made January 15, 2004, in the amount of approximately \$862,675. Future payments are projected to be \$1.4 million annually with the final payment to be made in 2018.

**Project Development Agreement with the City of Newport News.** Revenue Bonds, Series 2008, were issued in 2008 to finance the agreement with the City of Newport News to share the costs of a Regional Water Supply Project. The PDA includes a provision for the JCSA to finance 20 percent of the total project costs and in return will be provided a minimum of 4 million gallons of water per day to meet future water demands. The estimated JCSA cost is \$50 million to be paid in two installments. The first installment of \$25 million was paid in December 2008 and the second installment of \$25 million will be paid in December 2019, if it is determined that the additional water is needed. If the second installment is not made available, water will be reduced to 2 million gallons per day.

Revenues – Contributions from the JCSA's CIP Fund are the basic source of revenue.

Expenses – Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Financing for the first \$25 million is being made over 30 years through issuance of revenue bonds. Bond principal and interest payments are estimated to total \$1,648,000 for FY 2010. Future payments are projected to be \$1.7 million annually with the final payment to be made in 2040.

## BUDGET SUMMARY

	FY 10 <u>Adopted</u>	FY 11 <u>Adopted</u>	FY 12 <u>Plan</u>
<b>Revenues:</b>			
Water Fund Contribution	\$1,385,019	\$1,384,632	\$1,383,444
Capital Improvements Program	<u>1,648,000</u>	<u>1,646,000</u>	<u>1,645,000</u>
Total	<u>\$3,033,019</u>	<u>\$3,030,632</u>	<u>\$3,028,444</u>
<b>Expenses:</b>			
Revenue Bonds, Series 2003	\$1,385,019	\$1,384,632	\$1,383,444
Revenue Bonds, Series 2008	<u>1,648,000</u>	<u>1,646,000</u>	<u>1,645,000</u>
Total	<u>\$3,033,019</u>	<u>\$3,030,632</u>	<u>\$3,028,444</u>

## Virginia Public Assistance Fund

### ***DESCRIPTION OF SERVICES***

To promote self-reliance and protection for James City County residents through the provision of community-based services.

### ***OBJECTIVES***

1. **Child Protective Services:** To expand prevention efforts and promote family preservation.
2. **Benefits Program:** To provide financial assistance to eligible residents.
3. **Adult Services:** To maintain the elderly and disabled in the community through the provision of support services.

### ***BUDGET SUMMARY***

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
<b><u>Revenues:</u></b>			
From Federal/State	\$ 4,366,987	\$ 4,427,806	\$ 4,433,371
General Fund	1,466,288	1,561,991	1,580,835
Fund Balance	384,500	384,500	384,500
Grant	<u>34,136</u>	<u>34,203</u>	<u>34,203</u>
Total	<u>\$ 6,251,911</u>	<u>\$ 6,408,500</u>	<u>\$ 6,432,909</u>
<b><u>Expenditures:</u></b>			
<b><u>General</u></b>			
Administration	\$ 3,692,162	\$ 3,832,201	\$ 3,856,610
Public Assistance	1,119,956	1,158,280	1,158,280
Purchased Services	1,281,285	1,259,511	1,259,511
Local Non-Reimbursable	97,000	97,000	97,000
Grant Programs	<u>61,508</u>	<u>61,508</u>	<u>61,508</u>
Total Expenditures	<u>\$ 6,251,911</u>	<u>\$ 6,408,500</u>	<u>\$ 6,432,909</u>
Total Local Funding	<u>\$ 1,850,788</u>	<u>\$ 1,946,491</u>	<u>\$ 1,965,335</u>

## **Virginia Public Assistance Fund**

### **BUDGET COMMENTS**

The budget makes funds available for the operation of all Social Services programs. Benefit Programs such as Supplemental Nutrition Assistance Program (SNAP, formally Food Stamps) and Temporary Assistance to Needy Families (TANF) have seen continued increases over the past two years due to the recent economic situation that has created job losses. SNAP has increased 24% in FY 10 when compared to FY 09; TANF has increased 19% and Medicaid by 19%. There has also been a 17% in children receiving Child Day Care Services.

The budget continues to include funds anticipated from the American Recovery and Reinvestment Act for the Benefit Programs, especially for the administration of the SNAP program.

This budget does not contain the estimated more than \$25 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community. The eligibility determination is completed by our staff, and the programs include SNAP, Medicaid, Refugee Assistance, FAMIS, Energy Assistance, and Temporary Assistance to Needy Families (TANF).

There is an increase in the local General Fund contribution largely due to the elimination of the Community Services budget after moving several positions and portions of line items to the DSS budget to fund 50% of the Assistant Community Services Manager's salary and fringes as well as 33% of the Community Services Manager's salary and fringes. An increase in fringe benefits, especially the health insurance also contributed to the increase.

Due to the increase in the number of children being adopted, the Adoption Subsidy program has seen an increase. This 100% federal/state funding does not require a local match but does contribute to the overall increase in the federal/state portion of the budget.

The Division of Social Services seeks to maintain quality services, maximize Federal and State revenues, and work with other community resources to insure the needs of our most vulnerable citizens are met. Employees are actively participating in a number of community wide endeavors to deal with the increased demand for health and human services.

## Virginia Public Assistance Fund

### **AUTHORIZED POSITIONS**

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
<b><u>Full-time Regular:</u></b>			
Manager Community Services/			
Social Services Director	1	1	1
Assistant Manager Community Services	0	1	1
Social Work Supervisor	4	3	3
Deputy Director	1	1	1
Chief of Eligibility	1	1	1
Eligibility Supervisor	2	2	2
Social Worker I/II	14	14	14
Senior Social Worker	3	3	3
Social Work Assistant	4	4	4
Administrative Services Coordinator	1	1	1
Senior Administrative Services Coordinator	1	1	1
Account Payable Specialist	1	1	1
Senior Office Assistant	3	3	3
Secretary	1	1	1
Senior Eligibility Worker	5	5	5
Eligibility Worker	6	6	6
Budget Management Specialist	1	1	1
Accounting Technician	1	1	1
Information Systems Technician	<u>1</u>	<u>1</u>	<u>1</u>
	51	51	51
<b><u>Full-time Limited Term:</u></b>			
Social Worker	<u>1.5*</u>	<u>1.5*</u>	<u>1.5*</u>
	1.5	1.5	1.5
Total Full-Time	52.5	52.5	52.5
<b><u>Part-time Regular:</u></b>			
Social Work Assistant (832 hours)	1	1	1
Senior Eligibility Worker (1,040 hours)	0	1	1
Senior Office Assistant (1,300 hours)	0	1	1

\*One position shared with Community Development.

## Community Development Fund

### **DESCRIPTION OF SERVICES**

To promote and support the provision of affordable, decent, safe, and sanitary housing for all County residents and to upgrade housing conditions, public facilities and services, land development patterns, and environmental quality in low- and moderate-income neighborhoods.

### **OBJECTIVES**

1. **Neighborhood Improvement:** To plan, obtain resources, and administer neighborhood improvement projects, which upgrade the physical environment and support self-sufficiency.
2. **Low- and Moderate-Income Housing Programs:** To identify housing needs of the County's low- and moderate-income families and to obtain resources and administer programs, which address these needs and promote self-sufficiency.

### **BUDGET SUMMARY**

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
<u>Revenues:</u>			
County Contribution			
Administration	\$ 412,340	\$ 437,995	\$ 444,398
JCC Employee Home Purchase Savings	20,000	0	0
Housing Fund	100,000	200,000	100,000
Federal, State & Other Grants			
Section 8 Housing			
Choice Voucher	1,300,000	1,330,000	1,370,000
Homeless Intervention	170,260	*	*
Indoor Plumbing/Rehab.	160,000	160,000	160,000
Emergency Home Repair	12,236	12,236	12,236
Forest Heights CDBG Planning	25,000	0	0
Homelessness Prevention and Rapid Re-Housing	100,000	**	**
Climate Showcase			
Communities	303,828	***	***
Program Income	70,000	50,000	50,000
Fund Balance	<u>50,000</u>	<u>200,000</u>	<u>70,000</u>
Total Revenues	<u>\$ 2,723,664</u>	<u>\$ 2,390,231</u>	<u>\$ 2,206,634</u>
<u>Expenditures:</u>			
Personnel Expenses	\$ 594,090	\$ 621,495	\$ 627,898
Operating Expenses	67,300	45,500	45,500
Housing & Comm. Dev. Programs	<u>2,062,274</u>	<u>1,723,236</u>	<u>1,533,236</u>
Total Expenditures	<u>\$ 2,723,664</u>	<u>\$ 2,390,231</u>	<u>\$ 2,206,634</u>

\*Application to be submitted for FY11 and FY12 HIP Funding. \*\*Multi-year grant funds carry forward through September 30, 2011.  
\*\*\*Multi-year grant funds carry forward through December 31, 2012.

## Community Development Fund

### **AUTHORIZED POSITIONS**

	<u>FY 10 Adopted</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
<b><u>Full-time Regular:</u></b>			
Administrator	1	1	1
Community Development Project Manager	1	1	1
Housing Program Coordinator	1	1	1
Housing Specialist	1	1	1
Community Development Planner	1	1	1
	5	5	5
<b><u>Full-time Limited Term:</u></b>			
Housing Assistant	2	1	1
Housing Specialist	1	2	2
Social Worker*	0.5	<u>0.5</u>	<u>0.5</u>
	3.5	3.5	3.5
<b><u>Part-time Regular:</u></b>			
Housing Inspector	1	1	1

\*Position shared between Community Development and Social Services.

### **PERFORMANCE MEASURES**

<b>MEASURE</b>	<u>FY 09 Actual</u>	<u>FY 10 Projected</u>	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
Households Assisted	156	150	170	170
Homes Rehabilitated or Replaced	3	4	8	8
New Affordable Housing Completed	83	30	30	30

### **BUDGET COMMENTS**

The FY 2011 Community Development Fund Budget makes available funds for continued operation of County-wide low- and moderate-income housing programs and neighborhood revitalization projects. Not included in these budgets are several million dollars of Federal and State loan and grant funds that are provided to first-time homebuyers through the County's participation in the VHDA SPARC Loan Program and the Hampton Roads Regional Loan Fund Partnership.

## Colonial Community Corrections

### **DESCRIPTION OF SERVICES**

Services are designed to enhance public safety, empower clients, and improve the quality of our community by providing judicial alternatives to adult incarceration, transitional services, and criminal justice planning to the localities served.

### **OBJECTIVES**

1. **Pretrial Services:** Make recommendations for bond determination and provide judges, commonwealth attorneys, and defense attorneys with reports of investigation including recommendations and provide supervision services to clients before trial.
2. **Probation Services:** Provide community supervision to clients who are not incarcerated through interviews, community service placements and case management provided by probation officers.
3. **Substance Abuse Services:** Provide individual and group counseling to clients assessed as needing substance abuse services.

### **BUDGET SUMMARY**

	FY 11 Adopted	FY 12 Plan
<b><u>Revenues:</u></b>		
From Federal/State	\$ 747,157	\$ 755,054
General Fund	34,470	34,470
Supervision Fees	35,000	35,000
Williamsburg Community Health Foundation	40,000	40,000
York County Grant	59,153	59,153
Other Locality Contributions	<u>70,234</u>	<u>70,234</u>
 <b>Total</b>	 <u>\$ 986,014</u>	 <u>\$ 993,911</u>

### **Expenditures:**

<b><u>General</u></b>		
Administration	\$ 910,217	\$ 918,114
Direct Services	35,797	35,797
Grants	<u>40,000</u>	<u>40,000</u>
 <b>Total Expenditures</b>	 <u>\$ 986,014</u>	 <u>\$ 993,911</u>

## **Colonial Community Corrections**

### **BUDGET COMMENTS**

Local community-based probation agencies were created in 1995 by the Comprehensive Community Corrections Act. They were created to provide an alternative to incarceration for persons convicted of certain misdemeanors or non-violent felonies for which sentences would be 12 months or less in a local or regional jail. Local probation programs give courts the option of assuring that these types of offenders are held accountable without resorting to the use of institutional custody.

Pretrial services programs provide information and investigative services to judicial officers (judges and magistrates) to help them decide whether persons charged with certain offenses and awaiting trial need to be held in jail or can be released to their communities subject to supervision. In the latter case, the programs provide supervision and services to defendants as ordered by judicial officers. The Virginia Community Criminal Justice Association says that pretrial services cost about \$4.50 a day per person, as compared to \$66 to keep a person in jail per day.

Programs and services are designed and delivered using Evidence Based Practices which are researched principles and practices for the adult offender population targeting crime-producing attributes such as antisocial behavior, values, and beliefs and uses pro-social modeling to help the offenders become productive citizens in the community. Services provided in the community are cost effective as they serve as an alternative to incarceration.

Colonial Community Corrections (CCC) serves James City County, York County, Poquoson, Charles City County, New Kent and the City of Williamsburg. In addition to providing community-based probation and pretrial services, CCC serves as staff to the Criminal Justice Board. In 1994, the Virginia General Assembly passed legislation resulting in the creation of local Community Criminal Justice Boards. The Boards are comprised of key criminal justice and community stakeholders. The Colonial Community Criminal Justice Board (CCCB) follows the mandates provided by the *Code of Virginia* along with the *Joint Exercise of Powers Agreement* entered into by all localities. James City County has served as the Fiscal Agent and Project Administrator for CCC since inception. The other localities provide local funding in support of administration, operations and the Criminal Justice Planner position.

The Criminal Justice Action Plan for FY 2010-2013 was approved by the CCCB in December 2009 and submitted to the Department of Criminal Justice Services. The plan details the activities of the Board and CCC.

CCC seeks grants to provide services not supported with state and local funding. Grants have provided for community training, assessment, initiatives for youth and services to inmates preparing for release. Substance abuse services are provided to clients living in the community through a grant from the Williamsburg Community Health Foundation that provides group and individual counseling.

Inclusion of the CCC budget and personnel within the James City County proposed budget is intended to better address the fiscal and administrative duties held by James City County.

## Colonial Community Corrections

### **AUTHORIZED POSITIONS**

	<u>FY 11 Adopted</u>	<u>FY 12 Plan</u>
<b><u>Full-time Other:</u></b>		
Probation Officer	6	6
Program Director	1	1
Administrative Services Coordinator	1	1
Secretary	1	1
Pretrial Officer	<u>3</u>	<u>3</u>
	12	12
<b><u>Part-time Other:</u></b>		
Probation Officer (1248 hours)	1	1
Case Coordinator (1040 hours)	1	1
Criminal Justice Planner (1040 hours)	<u>1</u>	<u>1</u>
	3	3
<b><u>Part-time Temporary:</u></b>		
Drug Screen Technician	780 hours	780 hours
Probation Officer	832 hours	832 hours

## Special Projects/Grants Fund

### PURPOSE

The County Special Projects/Grants Fund was created to account for projects, specific revenue sources including grants and any other funds that may require continuing appropriation or special accounting treatment. Additional funds and program appropriations may occur during the year as the County qualifies for other grant funds.

### BUDGET SUMMARY

	FY 10 Adopted	FY 11 Adopted	FY 12 Plan
<u>Revenues:</u>			
Comprehensive Services Act (CSA)	\$ 275,850	\$ 275,850	\$ 275,850
CSA Local Match-General Fund	217,426	317,426	317,426
CSA School Share	<u>112,000</u>	<u>112,000</u>	<u>112,000</u>
Total	<u>\$ 605,276</u>	<u>\$ 705,276</u>	<u>\$ 705,276</u>
<u>Expenditures:</u>			
Comprehensive Services Act	\$ 605,276	\$ 705,276	\$ 705,276
Total Expenditures	<u>\$ 605,276</u>	<u>\$ 705,276</u>	<u>\$ 705,276</u>

### BUDGET COMMENTS

The expanded definition of mandated children has resulted in children served by other agencies having access to CSA funds. In order to continue to receive federal funding for foster children, Virginia Social Services had to agree to use an assessment tool to calculate rates for Children receiving therapeutic services. This process has resulted in higher payments to therapeutic foster care. The expanded definition of mandated children has resulted in children served by other agencies having access to CSA funds.

This fund also includes one part-time position with benefits for the Commonwealth Attorney's office. Renewal of this grant is expected and the actual grant appropriations are submitted when the grants are awarded.

## Debt Service Fund

BUDGETED SPENDING	FY2010 Budget	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 Projected
Beginning Balance	\$10,896,011	\$11,118,329	\$12,408,971	\$ 8,700,254	\$ 5,155,008	\$ 2,281,786	\$ 145,392
<b><u>Revenues</u></b>							
General Fund	\$24,167,170	\$24,167,170	\$22,150,000	\$22,300,000	\$23,550,000	\$24,550,000	\$26,300,000
"Buy America Bonds" Subsidy		72,311	230,788	227,750	224,712	221,674	218,636
Excess Bond proceeds	2,500,000	2,500,000					
Investment Income	150,000	350,000	75,000	50,000	50,000	50,000	50,000
Other	201,000	201,000					
	\$27,018,170	\$27,290,481	\$22,455,788	\$22,577,750	\$23,824,712	\$24,821,674	\$26,568,636
<b><u>Expenditures</u></b>							
Previous Debt Issues							
Schools	\$18,601,383	\$18,601,383	\$17,991,283	\$17,305,768	\$16,797,994	\$16,537,862	\$16,277,730
Non-Schools	6,491,852	6,491,852	5,724,578	5,652,192	5,581,773	5,511,323	5,440,873
Fiscal Agent Fees	75,000	75,000	75,000	75,000	75,000	75,000	75,000
	\$25,168,235	\$25,168,235	\$23,790,861	\$23,032,960	\$22,454,767	\$22,124,185	\$21,793,603
Police Building 2010	\$ 1,096,000	\$ 831,604	\$ 1,219,395	\$ 1,215,715	\$ 1,212,035	\$ 1,208,355	\$ 1,204,675
Gymnasium Projects		560,000					
VPSA Schools 2011			573,103	670,898	643,640	636,382	629,124
VPSA Schools 2013					531,333	622,000	614,906
VPSA Schools 2014						444,991	520,925
VPSA Schools 2015							
Greenspace 2011 & 2013			581,146	680,312	1,243,958	1,325,624	1,310,505
Public Facilities 2012				523,031	612,281	596,531	589,727
	\$ 1,656,000	\$ 831,604	\$ 2,373,644	\$ 3,089,956	\$ 4,243,247	\$ 4,833,883	\$ 4,869,862
	\$26,824,235	\$25,999,839	\$26,164,505	\$26,122,916	\$26,698,014	\$26,958,068	\$26,663,465
<b>Ending Balance</b>	<b>\$11,089,946</b>	<b>\$12,408,971</b>	<b>\$ 8,700,254</b>	<b>\$ 5,155,088</b>	<b>\$2,281,786</b>	<b>\$ 145,392</b>	<b>\$ 50,563</b>

ASSUMPTIONS - NEW DEBT:

FY 2011	\$6,900,000	VPSA - Schools	Details of the capital projects expected to be funded using borrowed funds are shown in the Capital Budget on Page D-7.
	\$7,000,000	Greenspace	
FY 2012	\$6,300,000	Public Facilities	
FY 2013	\$6,400,000	VPSA - Schools	
	\$7,000,000	Greenspace	
FY 2014	\$5,360,000	VPSA - Schools	
FY 2015	\$4,960,000	VPSA - Schools	

NOTE: The Board of Supervisors, in adopting the budget, endorsed a voter referendum for Stormwater/Water Quality projects for the November 2010 ballot. This five-year plan will be updated when the referendum is approved and the timing of future bond issues is established.

## Projected Five-Year Operating Budgets

**(Thousands of Dollars)**

<b>REVENUE</b>	<b>FY 2010 BUDGET</b>	<b>FY 2011 BUDGET</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 FORECAST</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 FORECAST</b>
General Property Taxes	\$106,782	\$106,205	\$107,049	\$112,401	\$115,211	\$119,244
Other Local Taxes	18,480	18,215	18,370	19,013	19,678	20,367
Licenses, Permits and Fees	7,366	6,241	6,396	6,616	6,847	7,087
From the Commonwealth	24,636	23,390	23,303	24,000	24,840	25,709
Charges for Current Services	4,733	5,007	5,050	5,227	5,410	5,599
Other Revenue	1,330	741	766	793	821	849
	<b>\$163,327</b>	<b>\$159,799</b>	<b>\$160,934</b>	<b>\$168,050</b>	<b>\$172,807</b>	<b>\$178,855</b>
<b>EXPENDITURES</b>						
Contribution to Schools	\$ 73,728	\$ 73,800	\$ 73,960	\$ 75,439	\$ 76,948	\$ 78,487
Operating Departments	49,879	48,460	49,410	50,399	51,406	52,434
Other Outside Agencies	13,987	13,641	13,812	14,088	14,370	14,657
Capital Projects	647	750	750	4,105	5,310	5,400
Debt Service	24,167	22,150	22,300	23,550	24,550	26,300
Operating Costs from Capital Projects				52	67	98
Other Spending	919	998	702	417	156	1,479
	<b>\$163,327</b>	<b>\$159,799</b>	<b>\$160,934</b>	<b>\$168,050</b>	<b>\$172,807</b>	<b>\$178,855</b>

### **ASSUMPTIONS**

FY2013 - FY2015 Revenues - assuming 3.5% growth except in real estate where FY2013 is 5%, FY2014 is 2.5%, and FY2015 if 3.5%.

FY2013 - FY2015 Expenditures assume 2% growth a year except for Capital, Debt Service and Operating costs from capital projects

Debt Service contributions are those on page F-11 of this budget

Capital Projects and Operating Costs from Capital Projects shown in budget Section D

Budgeted Employment Data		All Funds							(Seasonal Workers Excluded)		
<u>DEPARTMENT</u>		<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Accounting	F/T	8	8	8	8	9	9	9	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0
Animal Control	F/T	3	3	3	3	3	3	3	2	2	2
	P/T	0	0	0	0	0	0	0	1	0	0
Board of Supervisors	F/T	1	1	1	1	1	1	1	1	1	1
	P/T	0	0	0	0	0	0	0	0	0	0
Clerk of the Circuit Court	F/T	12	12	12	12	12	12	12	12	12	12
	P/T	2	2	2	2	2	2	2	2	1	1
Code Compliance	F/T	15	16	17	18	20	21	19	15	13	13
	P/T	3	2	2	1	1	0	0	0	1	1
Commissioner of the Revenue	F/T	11	11	11	11	13	13	13	12	11	11
	P/T	0	0	0	0	0	0	0	0	0	0
Commonwealth's Attorney	F/T	8	8	8	8	9	9	9	9	9	9
	P/T	1	1	1	1	0	0	0	0	0	0
Communications	F/T	4.5	5	5	6	7.5	7.5	6.5	6.5	7.5	7.5
	P/T	0	0	0	0	0	0	0	0	0	0
Community Services	F/T	8	5	5	5	4	4	3	3	0	0
	P/T	0	1	1	1	1	1	1	1	0	0
Cooperative Extension Service	F/T	3	2	2	2	2	2	2	2	2	2
	P/T	0	1	1	1	1	1	1	0	0	0
County Attorney	F/T	4.5	4.5	4.5	4.5	5	5	5	5	5	5
	P/T	0	0	0	0	0	0	0	0	0	0
County Administration	F/T	3.5	3.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
	P/T	0	0	0	0	0	0	0	0	0	0
Courthouse	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	1	1	1	1	1	1	1	1	1	1
Courts/Judicial	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	0	0	0	0	0	0	0	0	0	0
Development Management	F/T	4.5	4.5	4.5	4.5	3.5	4.5	2.5	2.5	2.5	2.5
	P/T	0	0	0	0	0	0	0	0	0	0
Economic Development	F/T	3	3	3	3	3	3	3	3	3	3
	P/T	0	0	0	0	0	0	0	0	0	0
Emergency Communications	F/T	23	25	25	25	27	27	27	27	26	26
	P/T	2	2	2	2	0	0	0	0	0	0
Emergency Management	F/T	1	1	1	1	1	2	2	2	2	2
	P/T	1	1	1	1	1	0	0	0	0	0
Emergency Medical Services	F/T	18	18	18	24	24	25	25	25	25	25
	P/T	0	0	0	0	0	0	0	0	0	0

Budgeted Employment Data		All Funds							(Seasonal Workers Excluded)		
DEPARTMENT		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Environmental Services	F/T	9	10	11	13	15	15	15	14	12	12
	P/T	0	0	0	0	0	0	0	0	0	0
Facilities Maintenance	F/T	20	20	20	19	18	19	19	18	17	17
	P/T	11	11	11	11	6	6	6	6	6	6
Financial and Management Services	F/T	7	7	7	7	7	7	7	7	7	7
	P/T	0	0	0	0	0	0	0	0	0	0
Fire	F/T	71	74	77	77	80	83	86	86	86	86
	P/T	0	0	0	0	0	0	0	0	0	0
Fleet Maintenance	F/T	6	6	6	8	8	8	8	7	7	7
	P/T	0	0	0	0	0	0	0	0	0	0
General Registrar	F/T	3	3	3	3	3	3	3	3	3	3
	P/T	1	1	1	1	1	1	1	1	1	1
General Services	F/T			2.5	4.5	6.5	6.5	6.5	6.5	5.5	5.5
	P/T			0	0	0	0	0	0	0	0
Grounds Maintenance	F/T	11	11	15	13	16	21	21	20	21	21
	P/T	0	1	1	1	1	1	1	1	1	1
Human Resources	F/T	5	5	5	5	5	5	5	4	4	4
	P/T	0	0	0	0	0	0	0	1	0	0
Information Resources Management	F/T	19	19	19	20	20	21	21	21	20	20
	P/T	1	1	1	1	1	1	1	0	0	0
Mosquito Control	F/T	1	1	1	1	1	1	1	0	0	0
	P/T	0	0	0	0	0	0	0	0	0	0
Neighborhood Connections	F/T	3.5	3	3	3	4	4	4	2	0	0
	P/T	0	1	1	1	1	1	1	1	0	0
Parks and Recreation	F/T	42	43	43	45	52	56	54	53	48	48
	P/T	35	35	36	37	29	29	29	23	16	16
Planning and Zoning	F/T	14.5	15.5	16.5	17.5	17.5	19.5	19.5	17.5	15.5	15.5
	P/T	1	1	1	2	2	0	0	1	1	1
Police	F/T	72	73	74	78	87	94	97	98	98	98
	P/T	0	0	0	0	0	0	0	0	0	0
Purchasing	F/T	3	3	3	3	3	3	3	3	3	3
	P/T	0	0	0	0	0	0	0	0	0	0
Real Estate Assessments	F/T	11	11	11	11	12	13	13	11	10	10
	P/T	0	0	0	0	0	0	0	0	0	0
Satellite Services Office	F/T	2	2	2	2	2	3	3	3	3	3
	P/T	2	2	2	2	2	2	2	1	1	1
Sheriff	F/T	18	18	18	18	18	18	18	18	16	16
	P/T	0	0	0	0	0	0	0	0	0	0

<b>Budgeted Employment Data</b>		<b>All Funds</b>							(Seasonal Workers Excluded)			
<b>DEPARTMENT</b>		<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	
Solid Waste Management	F/T	6	6	6	6	7	7	7	7	6	6	
	P/T	2	2	3	3	2	2	2	2	1	1	
Stormwater	F/T	0	0	0	0	0	9	8.5	6.5	6.5	6.5	
	P/T	0	0	0	0	0	0	0	0	0	0	
Training and Quality Performance	F/T	2	2	2	3	3	3	3	3	3	3	
	P/T	2	2	2	1	1	1	1	1	0	0	
Treasurer	F/T	13	13	13	13	13	13	13	13	12	12	
	P/T	0	0	0	0	0	0	0	0	0	0	
Total General Fund	F/T	474.0	480.0	492.5	512.5	548.5	586.5	584.0	563.0	539.0	539.0	
	P/T	65	68	70	70	53	49	49	43	30	30	
Colonial Community Correction:	F/T	11	12	13	13	13	13	11	11	12	12	
	P/T	3	5	5	5	5	5	4	4	3	3	
Community Development	F/T	8.5	8.5	8.5	8.5	9.5	9.5	9.5	8.5	8.5	8.5	
	P/T	0	1	1	1	0	0	0	1	1	1	
JCSA	F/T	76	78	81	85	87	88	90	89	85	85	
	P/T	0	0	1	1	2	2	2	2	2	2	
Social Services	F/T	50.5	52.5	52.5	53.5	53.5	57.5	57.5	52.5	52.5	52.5	
	P/T	1	1	1	1	1	1	1	1	3	3	
Special Projects/Grants	F/T	0	0	3	3	1	2	3	2	0	0	
	P/T	0	0	0	0	0	0	1	1	1	1	
Grand Total All Funds		F/T	620.0	631.0	650.5	675.5	712.5	756.5	755.0	726.0	697.0	697.0
		P/T	69.0	75.0	78.0	78.0	61.0	57.0	57.0	52.0	40.0	40.0

A list of Authorized Positions Per Department begins on Page G-4.

\* Staffing of independent agencies are not reflected in this document.

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Accounting	<u>Full-Time Regular</u>				
	Accounting Director	1	1	1	1
	Accountant II (Grant/Special Projects Coordinator)	1	1	1	1
	Payroll Coordinator	1	1	1	1
	Accounts Payable Specialist	2	2	2	2
	Accountant I	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		7	7	7	7
	<u>Full-Time Limited-Term*</u>				
	Senior Accountant (Payroll Supervisor)	1	1	1	1
	Payroll Clerk	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		2	1	1	1
	<u>Part-Time Temporary</u>				
	Intern	1,000 hrs	1,000 hrs	600 hrs	600 hrs
Animal Control	<u>Full-Time Regular</u>				
	Animal Control Supervisor	1	1	1	1
	Animal Control Officer	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	2	2	2
	<u>Part-Time Regular</u>				
	Animal Control Officer (1,040 hours)	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
		0	1	0	0
	<u>On-Call</u>				
	Animal Control Officer	0 hrs	0 hrs	376 hrs	376 hrs
Board of Supervisors	<u>Full-Time Regular</u>				
	Secretary to the Board	1	1	1	1
Clerk of the Circuit Court	<u>Constitutional Officer***</u>				
	Clerk of the Circuit Court	1	1	1	1
	<u>Full-Time Other**</u>				
	Assistant Chief Deputy	1	1	1	1
	Deputy Clerk IV	1	1	1	1
	Deputy Clerk III	1	1	1	1
	Deputy Clerk II	2	2	2	2
	Deputy Clerk I	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
		11	11	11	11
	<u>Part-Time Other**</u>				
	General Office Clerk (1,456 hrs)	2	2	1	1

\*\* Positions partially funded by both County and City of Williamsburg.

\*\*\* Positions funded by the State.

**Authorized Positions Per Department**

		<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
Code Compliance	<u>Full-Time Regular</u>				
	Code Compliance Director	1	1	1	1
	Chief Building Inspector	1	1	1	1
	Commercial/Senior Building Inspector	1	1	1	1
	Inspector I/II/III	6	4	4	4
	Senior Inspector	3	3	2	2
	Chief Plans Examiner	1	1	1	1
	Plans Examiner I/II	2	1	1	1
	Permit Technician I/II	2	1	1	1
	Senior Permit Technician	1	1	0	0
	Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		19	15	13	13
	<u>Part-Time Regular</u>				
	Inspector I/II/III (1,040 hrs)	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
		0	0	1	1
	<u>On-Call</u>				
	Inspector I	1,040 hrs	1,040 hrs	0 hrs	0 hrs
Commissioner of the Revenue	<u>Constitutional Officer*</u>				
	Commissioner of the Revenue	1	1	1	1
	<u>Full-Time Regular*</u>				
	Chief Deputy Commissioner	1	1	1	1
	Business License Inspector	1	1	1	1
	Deputy IV	1	1	1	1
	Deputy III	3	3	3	3
	Deputy I/II	3	3	2	2
	Senior Auditor	1	1	1	1
	Business Tax Specialist	1	1	1	1
	Business Tax Field Representative	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		12	11	10	10
	<u>On-Call</u>				
	Deputy I/II	0 hrs	0 hrs	1,040 hrs	1,040 hrs
Commonwealth's Attorney	<u>Constitutional Officer*</u>				
	Commonwealth Attorney	1	1	1	1
	<u>Full-Time Other*</u>				
	Deputy Commonwealth Attorney	1	1	1	1
	Attorney III	1	1	1	1
	Attorney I	2	2	2	2
	Paralegal	1	1	1	1
	Paralegal Assistant	1	1	1	1
	Secretary	1	1	1	1
	Administrative Assistant II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		8	8	8	8

\* Positions approved and partially funded by the State.

Commonwealth's Attorney	<u>Constitutional Officer*</u>				
	Commonwealth Attorney	1	1	1	1
	<u>Full-Time Other*</u>				
	Deputy Commonwealth Attorney	1	1	1	1
	Attorney III	1	1	1	1
	Attorney I	2	2	2	2
	Paralegal	1	1	1	1
	Paralegal Assistant	1	1	1	1
	Secretary	1	1	1	1
	Administrative Assistant II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		8	8	8	8

\*Positions approved and partially funded by the State.

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Communications	<u>Full-Time Regular</u>				
	Chief Video Engineer	1	1	1	1
	Video Technician	1	1	1	1
	Communications Director	1	1	1	1
	Communications Specialist I/II	2	2	2	2
	Graphic Designer	1	1	1	1
	Civic Engagement Coordinator	0	0	1	1
	Secretary*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
		6.5	6.5	7.5	7.5
* Position shared between County Administration and Communications.					
Community Services	<u>Full-Time Regular</u>				
	Community Services Manager	1	1	0	0
	Community Services Assistant Manager	1	1	0	0
	Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
		3	3	0	0
	<u>Part-Time Regular</u>				
	PDR Administrator (1,040 hrs)	1	1	0	0
Cooperative Extension Service	<u>Full-Time Other*</u>				
	Unit Administrator	1	1	1	1
	Extension Agent	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>Part-Time Other</u>				
	Extension Agent	1	0	0	0
	<u>Part-Time Temporary</u>				
	Secretary	600 hrs	600 hrs	0 hrs	0 hrs
County Attorney	<u>Full-Time Regular</u>				
	County Attorney	1	1	1	1
	Deputy County Attorney	1	1	1	1
	Assistant County Attorney	1	1	1	1
	Legal Technician	1	1	1	1
	Legal Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		5	5	5	5
	<u>Part-Time Temporary</u>				
	Law Clerk	520 hrs	520 hrs	520 hrs	520 hrs

\*Funded primarily by State Government.

**Authorized Positions Per Department**

		<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
County Administration	<u>Full-Time Regular</u>				
	County Administrator	1	1	1	1
	Assistant County Administrator	1	1	1	1
	Secretary*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
		2.5	2.5	2.5	2.5
	<u>Part-Time Temporary</u>				
	Intern	300 hrs	0 hrs	0 hrs	0 hrs
	<u>On-Call</u>				
	Development Rights Administrator	0 hrs	0 hrs	624 hrs	624 hrs

\* Position shared between County Administration and Communications.

Courthouse	<u>Full-Time Regular</u>				
	Courthouse Facilities Superintendent	1	1	1	1
	Facilities Specialist I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>Part-Time Regular</u>				
	Custodian (1,040 hrs)	1	1	1	1
Courts/Judicial	<u>Full-Time Regular</u>				
	Court Administrator	2	2	2	2
Development Management	<u>Full-Time Regular</u>				
	Development Manager	1	1	1	1
	Development Management Assistant*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
		2.5	2.5	2.5	2.5

\* One position shared between Development Management and Planning.

Economic Development	<u>Full-Time Regular</u>				
	Economic Development Director	1	1	1	1
	Economic Development Assistant Director	1	1	1	1
	Economic Development Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3
Electoral Board	<u>On-Call</u>				
	Lead Electronic Equipment Technician	52 hrs	52 hrs	52 hrs	52 hrs
	Assistant Electronic Equipment Technician	168 hrs	168 hrs	168 hrs	168 hrs
Emergency Communications	<u>Full-Time Regular</u>				
	Emergency Communications Director	1	1	1	1
	Emergency Communications Deputy Director	1	1	1	1
	Emergency Communications Officer				
	I/II/Senior/Master	20	20	20	20
	Emergency Communications Shift Supervisor	4	4	4	4
	Warehouse/Electronics Specialist	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
		27	27	26	26
Emergency Management	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
	Emergency Services Director	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Emergency Medical Services	<u>Full-Time Regular</u>				
	Fire/Rescue Captain	3	3	3	3
	Fire/Rescue Lieutenant	2	2	2	2
	Fire Rescue Technician I/II/Senior/Master	18	18	18	18
	Fire Safety Instructor	1	1	1	1
	District Chief	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		25	25	25	25
Environmental Services	<u>Full-Time Regular</u>				
	Environmental Director	1	1	1	1
	Environmental Inspector Supervisor	1	1	1	1
	Environmental Inspector I/II/Senior	6	5	5	5
	Environmental Specialist	1	1	0	0
	Planner I/II/Senior	1	1	1	1
	Civil Engineer I/II/Senior	2	2	1	1
	Chief Civil Engineer	1	1	1	1
	Engineering Assistant	1	1	1	1
	Senior Engineering Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		15	14	12	12
Facilities Management	<u>Full-Time Regular</u>				
	Custodial Services Coordinator	1	1	1	1
	Custodian	5	5	5	5
	Custodian Lead	2	2	1	1
	Facilities Superintendent	1	1	1	1
	Facilities Specialist I/II	3	2	3	3
	Senior Facilities Specialist	1	1	0	0
	Facilities Technician I/II	4	4	4	4
	Senior Facilities Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		19	18	17	17
	<u>Part-Time Regular</u>				
	Custodian (6,760 hrs)	6	6	6	6
	<u>On-Call</u>				
	Custodian	2,102 hrs	2,102 hrs	2,102 hrs	2,102 hrs
	Facilities Specialist I	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Financial and Management Services (FMS)	<u>Full-Time Regular</u>				
	FMS Manager	1	1	1	1
	FMS Assistant Manager	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Senior Budget Analyst	1	1	1	1
	Secretary	1	1	1	1
	Risk Management Director	1	1	1	1
	Mail Clerk	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		7	7	7	7
	<u>On-Call</u>				
	Mail Clerk	300 hrs	300 hrs	300 hrs	300 hrs
Fire Department	<u>Full-Time Regular</u>				
	Fire Chief	1	1	1	1
	Deputy Fire Chief	1	1	1	1
	Fire/Rescue District Chief	4	3	3	3
	Fire/Rescue Captain	15	15	15	15
	Fire/Rescue Lieutenant	2	2	2	2
	Fire Rescue Technician I/II/Senior/Master	61	61	61	61
	Senior Administrative Services Coordinator	1	1	1	1
	Budget Management Specialist	0	1	1	1
	Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		86	86	86	86
	<u>On-Call</u>				
	Firefighter	2,916 hrs	2,916 hrs	2,916 hrs	2,916 hrs
Fleet Maintenance	<u>Full-Time Regular</u>				
	Automotive Technician I	1	1	1	1
	Automotive Technician II	2	1	1	1
	Automotive Technician III	1	0	0	0
	Automotive Inventory Specialist	1	1	1	1
	Fleet Maintenance Administrator	1	1	1	1
	Automotive Service Coordinator	0	1	1	1
	Lead Automotive Technician	0	1	1	1
	Shop Foreman	1	0	0	0
	Small Engine Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		8	7	7	7

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
General Registrar	<u>Full-Time Other</u> General Registrar	1	1	1	1
	<u>Full-Time Regular</u> Assistant General Registrar II	2	2	2	2
	<u>Part-Time Regular</u> Assistant General Registrar I (1,352 hrs)	1	1	1	1
	<u>On-Call</u> Assistant General Registrar	1,280 hrs	1,000 hrs	1,000 hrs	1,000 hrs
General Services	<u>Full-Time Regular</u> General Services Manager	1	1	1	1
	General Services Operations Administrator	1	1	1	1
	Transportation Administrator	1	0	0	0
	Environmental Specialist	0	1	0	0
	Capital Projects Coordinator	2	2	2	2
	County Engineer*	0.5	0.5	0.5	0.5
	Administrative Services Coordinator	1	1	1	1
		6.5	6.5	5.5	5.5
	<u>Part-Time Temporary</u> General Services Assistant	2,080 hrs	2,080 hrs	1,040 hrs	1,040 hrs
Grounds Maintenance	<u>Full-Time Regular</u> Facilities and Grounds Administrator	1	1	1	1
	Senior Groundskeeper	4	4	4	4
	Groundskeeper I/II	16	15	16	16
		21	20	21	21
	<u>Part-Time Regular</u> Senior Office Assistant (1,040 hrs)	1	1	1	1
	<u>Part-Time Temporary</u> Groundskeeper I/II	500 hrs	500 hrs	500 hrs	500 hrs
Human Resource	<u>Full-Time Regular</u> Human Resource Manager	1	1	1	1
	Human Resource Coordinator	1	1	1	1
	Senior Human Resource Specialist	1	1	1	1
	Human Resource Specialist I/II	1	1	1	1
		4	4	4	4
	<u>Full-Time Limited-Term*</u> Human Resource Assistant	1	0	0	0
	<u>Part-Time Limited-Term*</u> Human Resource Assistant	0	1	0	0
	<u>On-Call</u> Human Resource Assistant	300 hrs	300 hrs	120 hrs	120 hrs

\* Position funded by the Williamsburg Regional Library.

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Information Resources Management	<u>Full-Time Regular</u> (Information Technology)				
	Director of IRM	1	1	1	1
	Programmer Analyst	2	2	2	2
	Information Technology Administrator	1	1	1	1
	Programmer Analyst/Integrator	1	1	1	1
	Information Center Specialist	1	1	1	1
	Technology Support Technician	2	2	2	2
	Information Technology Specialist	1	1	1	1
	Network & Security Engineer	1	1	1	1
	Network Systems Engineer	1	1	1	1
	Web Master	1	1	1	1
	(Publications Management)				
	Publications Management Supervisor	1	1	1	1
	Publications Specialist	1	1	1	1
	Senior Publications Specialist	1	1	1	1
	(Telecommunications/Graphics)				
	Telecommunications Network Specialist	1	1	1	1
	Web Interaction Designer	1	1	1	1
	(Records Management)				
	Records and Imaging Specialist	1	1	1	1
	Senior Records and Imaging Technician	1	1	1	1
	Records and Imaging Technician	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
		21	21	20	20
	<u>Part-Time Regular</u>				
	(Publications Management)				
	Publications Specialist (1,300 hrs)	1	0	0	0
Mosquito Control	<u>Full-Time Regular</u>				
	Environmental Specialist	1	0	0	0
	<u>Seasonal Positions</u>				
	Mosquito Control Operator	830 hrs	0 hrs	0 hrs	0 hrs
Neighborhood Connections	<u>Full-Time Regular</u>				
	Neighborhood Director	1	1	0	0
	Secretary	1	0	0	0
	Neighborhood Coordinator	1	1	0	0
	Neighborhood Specialist	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		4	2	0	0
	<u>Part-Time Regular</u>				
	Neighborhood Specialist (1,040 hrs)	1	1	0	0

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Parks and Recreation	<u>Full-Time Regular</u>				
	Community Centers Administrator	1	1	1	1
	Customer Assistant	2	1	1	1
	Senior Customer Assistant	5	5	4	4
	Senior Fitness Trainer	1	1	1	1
	Senior Lifeguard	2	2	2	2
	Park Attendant II	1	1	1	1
	Park Ranger	1	1	1	1
	Park Supervisor	1	1	1	1
	Planner, Park and Greenway	1	0	0	0
	Recreation Operations Coordinator	3	3	3	3
	Recreation Program Coordinator	3	3	3	3
	Secretary	1	1	1	1
	Superintendent of Parks	1	1	1	1
	Account Clerk	1	1	1	1
	Senior Account Clerk	1	1	0	0
	Senior Administrative Services Coordinator	1	1	1	1
	Budget Management Specialist	1	1	1	1
	Communications Specialist II	1	1	1	1
	Information Systems Technician	1	1	1	1
	Parks and Recreation Deputy Director	1	1	0	0
	Parks and Recreation Director	1	1	1	1
	Resource Development Administrator	1	1	1	1
	Human Services Coordinator	1	1	1	1
	Senior Recreation Leader	10	9	10	10
	Recreation Operations Coordinator	2	3	2	2
	Recreation Program Coordinator	7	8	6	6
	Recreation Superintendent	1	1	1	1
	Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		54	53	48	48
	<u>Part-Time Regular</u>				
	Customer Assistant (5,044 hrs)	11	8	6	6
	Fitness Attendant/Fitness Trainer I/II (4,940 hrs)	6	5	4	4
	Lifeguard I/II/Senior Lifeguard (3,120)	5	5	2	2
	Park Attendant II (3,120)	2	2	2	2
	Park Supervisor (1,560 hrs)	1	1	1	1
	Senior Park Attendant (1,560 hrs)	1	0	0	0
	Senior Office Assistant (1,560 hrs)	1	1	1	1
	Senior Recreation Leader (1,600 hrs)	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>
		29	23	16	16
	<u>Part-Time Temporary</u>				
	Bus Driver	1,331 hrs	1,331 hrs	1,331 hrs	1,331 hrs
	Customer Assistant	1,348 hrs	0 hrs	1,040 hrs	1,040 hrs
	Fitness Attendant	624 hrs	0 hrs	220 hrs	220 hrs
	Instructor I/II/III	11,224 hrs	11,224 hrs	11,224 hrs	11,224 hrs
	Lifeguard I/II/Senior	9,683 hrs	8,483 hrs	12,071 hrs	12,071 hrs
	Park Attendant I/II	20,159 hrs	21,628 hrs	21,628 hrs	21,628 hrs
	Park Supervisor	920 hrs	920 hrs	920 hrs	920 hrs
	Park Ranger	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
	Recreation Field Supervisor	200 hrs	200 hrs	0 hrs	0 hrs
	Recreation Leader I	29,922 hrs	28,232 hrs	29,847 hrs	29,847 hrs
	Recreation Leader II	13,576 hrs	13,576 hrs	13,576 hrs	13,576 hrs
	Recreation Program Coordinator (Inclusion)	0 hrs	0 hrs	662 hrs	662 hrs
	Senior Recreation Leader	1,654 hrs	1,654 hrs	1,654 hrs	1,654 hrs
	Recreation Leader Therapeutic	<u>8,745 hrs</u>	<u>8,745 hrs</u>	<u>8,745 hrs</u>	<u>8,745 hrs</u>
		100,426 hrs	97,033 hrs	103,958 hrs	103,958 hrs

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Planning and Zoning	<u>Full-Time Regular</u>				
	Planning Director	1	1	1	1
	Principal Planner/Zoning Administrator	1	0	0	0
	Principal Planner	1	1	1	1
	Zoning Administrator	1	1	1	1
	Zoning Officer I/II	2	1	1	1
	Planner/Senior Planner I/Senior Planner II	10	10	8	8
	Development Management Assistant*	1.5	1.5	1.5	1.5
	Proffer Administrator	1	1	1	1
	Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		19.5	17.5	15.5	15.5
	<u>Part-Time Regular</u>				
	Principal Planner (1,040 hrs)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
		0	1	1	1
	<u>Part-Time Temporary</u>				
	Intern	2,080 hrs	2,080 hrs	0 hrs	0 hrs
		2,080 hrs	2,080 hrs	0 hrs	0 hrs
<p>* Position shared between Development Management and Planning.</p>					
Police Department	<u>Full-Time Regular</u>				
	Police Chief	1	1	1	1
	Deputy Police Chief	1	1	1	1
	Police Major	2	2	2	2
	Senior Police Investigator	2	2	2	2
	Police Lieutenant	6	6	6	6
	Police Sergeant	7	7	7	7
	Property Control Officer	1	1	0	0
	Police Officer I/II/Senior/Master	73	73	74	74
	Grant Administrator	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Crime Analyst	0	1	1	1
	Police Records Clerk	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		97	98	98	98
	<u>On-Call</u>				
	Police Officer	600 hrs	600 hrs	300 hrs	300 hrs
	Police Administrative Assistant	<u>1,040 hrs</u>	<u>1,040 hrs</u>	<u>2,340 hrs</u>	<u>2,340 hrs</u>
		1,640 hrs	1,640 hrs	2,640 hrs	2,640 hrs
Purchasing	<u>Full-Time Regular</u>				
	Purchasing/Management Services Director	1	1	1	1
	Senior Buyer	1	2	2	2
	Buyer II	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		3	3	3	3

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Real Estate Assessments	<u>Full-Time Regular</u>				
	Real Estate Assessments Director	1	1	1	1
	Real Estate Assessments Deputy Director	1	0	0	0
	Real Estate Appraiser I/II/Senior	4	4	4	4
	GIS Technician	1	0	0	0
	GIS Analyst	1	1	0	0
	GIS Supervisor	1	1	1	1
	Real Estate Information Specialist	1	1	1	1
	Real Estate Technical Assistant I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
		13	11	10	10
Satellite Services Office	<u>Full-Time Regular</u>				
	Satellite Services Administrator	1	1	1	1
	Senior Satellite Services Assistant	1	1	1	1
	Satellite Services Assistant I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3
	<u>Part-Time Regular</u>				
	Satellite Services Assistant I/II (1,560 hrs)	2	1	1	1
	<u>Part-Time Temporary</u>				
	Satellite Services Assistant I/II	1,040 hrs	0 hrs	0 hrs	0 hrs
Sheriff	<u>Constitutional Officer*</u>				
	Sheriff	1	1	1	1
	<u>Full-Time Other*</u>				
	Deputy Sheriff	16	16	14	14
	Administrative Staff Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		17	17	15	15
	<u>On-Call</u>				
	Deputy Sheriff	3,120 hrs	3,120 hrs	4,160 hrs	4,160 hrs

\* Positions approved and partially funded by the State.

**Authorized Positions Per Department**

		<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Solid Waste Management	<u>Full-Time Regular</u>				
	Solid Waste Superintendent	1	1	1	1
	Solid Waste Assistant	1	1	1	1
	Environmental Coordinator	1	1	1	1
	Convenience Center Attendant I	2	2	1	1
	Convenience Center Attendant II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		7	7	6	6
	<u>Part-Time Regular</u>				
	Senior Office Assistant (1,040 hrs)	1	1	0	0
	Convenience Center Attendant I (2,080 hrs)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	1	1
	<u>On-Call</u>				
	Convenience Center Attendant I		720 hrs	720 hrs	1,618 hrs
					1,618 hrs
Stormwater	<u>Full-Time Regular</u>				
	Stormwater Director	1	1	1	1
	Civil Engineer/Senior*	1.5	1.5	1.5	1.5
	Stormwater Inspector I/II/Senior	4	3	2	2
	Stormwater Assistant	1	1	1	1
	Stormwater Specialist	0	0	1	1
	Secretary	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		8.5	6.5	6.5	6.5
	<u>Part-time Temporary</u>				
	Intern		2,000 hrs	2,000 hrs	0 hrs
					0 hrs
Training and Quality Performance	<u>Full-Time Regular</u>				
	Human Resource Coordinator	1	1	1	1
	Human Resource Assistant	1	1	1	1
	Human Resource Specialist I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3
	<u>Part-Time Regular</u>				
	Senior Human Resource Specialist (1,560 hrs)	1	1	0	0
Treasurer	<u>Constitutional Officer*</u>				
	Treasurer	1	1	1	1
	<u>Full-Time Regular</u>				
	Senior Accounting Technician*	1	1	1	1
	Accounting Technician*	4	4	4	4
	Assistant Treasurer*	1	1	1	1
	Business Tax Field Representative	1	1	1	1
	Business Tax Specialist	1	1	1	1
	Customer Service Representative I/II*	3	3	2	2
	Senior Customer Service Representative*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		12	12	11	11
	<u>On-Call*</u>				
	Customer Service Representative I/II		150 hrs	0 hrs	1,040 hrs
					1,040 hrs

\* Positions approved and partially funded by the State.

**Reconciliation of General Fund Appropriations for FY 10  
As Shown in FY 11 Budget**

	<u>Revenues</u>	<u>Expenditures</u>
FY 10 Appropriations, As Adopted, June 2009	\$164,110,657	\$164,110,657
Appropriation adjustments during the year:		
Compensation Board pay increase for the Sheriff	9,580	9,580
Funds for VDOT Revenue Sharing Program	80,000	80,000
Insurance proceeds for police vehicles	33,908	33,908
Reduction in Revenue and Expenditures	(907,163)	(907,163)
Total Adjustments	(783,675)	(783,675)
FY 10 Appropriations, As Shown in FY 2011 Budget Document	\$163,326,982	\$163,326,982

## General Fund Revenues by Source (In Percent)

Fiscal Year	General Property Taxes	Other Local Taxes	Licenses, Permits, Fees	Fines and Forfeitures	Use of Money and Property	Charges for Current Services	Inter-Government	Miscellaneous	Total
2003	59.8	13.8	5.8	0.2	0.6	3.0	16.6	0.2	100.00
2004	60.3	13.4	6.3	0.3	0.3	3.1	16.2	0.1	100.00
2005	59.4	14.5	6.2	0.2	0.5	2.8	16.3	0.1	100.00
2006	60.1	14.4	6.3	0.2	0.7	2.6	15.5	0.2	100.00
2007	61.6	13.5	5.9	0.2	1.1	2.4	15.2	0.1	100.00
2008	63.1	12.2	5.0	0.2	1.1	3.1	15.0	0.3	100.00
2009	65.0	11.5	4.5	0.2	0.6	3.0	14.9	0.3	100.00
2010 (Est.)	66.3	11.3	4.0	0.2	0.3	2.8	15.0	0.1	100.00
2011 (Est.)	66.5	11.4	3.9	0.2	0.2	3.1	14.6	0.1	100.00
2012 (Est.)	66.5	11.4	4.0	0.2	0.2	3.1	14.5	0.1	100.00

## General Fund Revenue By Source

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Money and Property</u>	<u>Charges for Services</u>	<u>Inter-Governmental</u>	<u>Misc.</u>	<u>Total</u>
2003	64,932,615	14,948,074	6,241,266	240,353	681,355	3,232,690	18,053,369	183,661	108,513,383
2004	68,743,915	15,297,039	7,233,545	288,221	288,567	3,486,006	18,503,545	116,844	113,957,682
2005	73,731,983	17,955,400	7,746,142	301,204	574,902	3,501,772	20,235,995	150,352	124,197,750
2006	85,279,502	20,366,681	8,877,130	290,714	1,037,588	3,741,033	21,959,975	374,014	141,926,637
2007	97,047,702	21,273,019	9,255,185	321,443	1,721,382	3,719,005	23,953,138	168,049	157,458,923
2008	105,668,625	20,486,124	8,288,580	366,606	1,789,264	5,106,213	25,173,523	575,175	167,454,110
2009	107,015,723	18,869,282	7,420,591	348,846	902,103	4,979,557	24,546,555	471,427	164,554,084
2010 (Est)	107,109,096	18,215,000	6,467,000	300,000	530,000	4,583,336	24,266,110	180,600	161,651,142
2011 (Est)	106,205,434	18,215,000	6,241,250	300,000	280,000	5,006,721	23,397,237	153,700	159,799,342
2012 (Est)	107,049,244	18,370,000	6,396,250	325,000	280,000	5,050,221	23,309,804	153,700	160,934,219

**Ratio of Annual Debt Service Expenditures  
For General Bonded Debt To Total General Expenditures**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Total General Expenditures*</u>	<u>Ratio of Debt Service to General Expenditures</u>
2003	5,442,903	4,243,177	9,686,080	133,771,807	.0724
2004	5,414,782	3,886,121	9,300,903	142,379,879	.0653
2005	6,411,051	4,275,082	10,686,133	154,634,945	.0691
2006	7,215,460	5,962,561	13,178,021	171,917,860	.0767
2007	14,488,702	9,857,524	24,346,226	199,622,475	.1220
2008	14,245,257	11,253,935	25,499,192	212,383,260	.1201
2009	14,363,935	10,625,010	24,988,945	208,510,363	.1198
2010 (Est)	15,077,900	10,846,939	25,924,839	201,908,699	.1284
2011 (Est)	15,974,035	10,115,470	26,089,505	199,316,074	.1309
2012 (Est)	16,551,290	9,496,626	26,047,916	198,870,007	.1310

\* Includes General and Other Fund Expenditures and the County percentage of School Board Expenditures.

## Ratio of Net General Bonded Debt To Assessed Value and Net Bonded Debt Per Capita

Fiscal Year	Population	Assessed Valuation	Gross Bonded Debt	Debt Service Monies Available	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Valuation	Net Bonded Debt Per Capita
2003	52,272	6,225,817,244	80,537,541	9,686,080	70,851,461	.0114	1,355
2004	54,374	6,731,381,328	75,247,759	9,300,903	65,946,856	.0098	1,213
2005	56,703	7,489,353,710	109,465,708	10,686,133	98,779,575	.0132	1,742
2006	58,733	9,049,255,396	106,091,269	13,178,021	92,913,248	.0103	1,582
2007	60,533	10,704,264,557	126,590,560	24,346,226	102,244,334	.0096	1,689
2008	61,731	11,610,152,643	118,369,735	25,499,192	92,870,543	.0080	1,504
2009	62,862	11,941,060,226	109,974,105	24,988,945	84,985,160	.0071	1,352
2010 (Est)	64,825	12,017,881,309	101,503,623	25,924,839	75,578,784	.0063	1,166
2011 (Est)	66,542	12,032,336,000	115,403,623	26,089,505	89,314,118	.0074	1,342
2012 (Est)	68,296	12,121,000,000	121,703,623	26,047,916	95,655,707	.0079	1,401

Counties in the Commonwealth of Virginia are not subject to a legal debt limitation based on a percentage of total assessed value of real estate.

## **Property Tax Rates Per \$100 of Assessed Value**

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<u>Fiscal Year</u>	<u>Real Estate</u>	<u>Personal Property</u>
2003	0.87	4.00
2004	0.86	4.00
2005	0.825	4.00
2006	0.785	4.00
2007	0.77	4.00
2008	0.77	4.00
2009	0.77	4.00
2010	0.77	4.00
2011	0.77	4.00
2012	0.77	4.00

## Assessed and Estimated Actual Value of Taxable Property

Fiscal Year	Assessed Value			Total Assessed Value	Real Property and Public Service Percentage of Estimated Actual Value	Personal Property Percentage of Estimated Actual Value
	Real Property	Personal Property	Public Service			
2003	5,457,560,000	602,841,268	165,415,976	6,225,817,244	100.00	**
2004	5,953,156,800	614,647,310	163,577,218	6,731,381,328	100.00	**
2005	6,695,142,900	639,376,935	154,833,875	7,489,353,710	100.00	**
2006	8,189,928,900	693,850,170	165,476,326	9,049,255,396	100.00	**
2007	9,821,638,100	730,150,755	152,475,702	10,704,264,557	100.00	**
2008	10,672,714,225	761,010,321	176,428,097	11,610,152,643	100.00	**
2009	11,005,655,000	750,654,235	184,750,991	11,941,060,226	100.00	**
2010 (Est)	11,154,506,400	667,085,325	196,289,584	12,017,881,309	100.00	**
2011 (Est)	11,129,236,000	707,100,000	196,000,000	12,032,336,000	100.00	**
2012 (Est)	11,165,000,000	756,000,000	200,000,000	12,121,000,000	100.00	**

\*\* Personal Property assessed as follows: Mobile Homes at 100 percent of Estimated Actual Value; Machinery and Tools at 25 percent of capitalized cost; Vehicles at 100 percent.

Source: Real Estate Assessments and Commissioner of the Revenue, James City County.

## Property Tax Levies and Tax Collections

Fiscal Year	Total Tax Levy	Collection of Current Taxes	% of Levy Collected	Collection of Back Taxes	Total Collections, Current and Back	% of Total Collections to Tax Levy
2003	72,770,254	71,037,857	97.62%	2,563,632	73,601,489	101.14%
2004	77,632,358	75,152,542	96.81%	2,403,245	77,555,787	99.90%
2005	82,556,220	79,820,882	96.69%	2,366,403	82,187,285	99.55%
2006	95,154,222	94,002,341	98.79%	2,356,361	96,358,702	101.27%
2007	106,752,648	110,001,687	103.04%	2,138,506	112,140,193	105.05%
2008	115,926,317	118,483,255	102.21%	2,719,656	121,202,911	104.55%
2009	116,213,618	120,710,632	103.87%	2,398,145	123,108,777	105.93%
2010 (Est)	114,084,542	114,794,233	100.62%	2,085,000	116,879,233	102.45%
2011 (Est)	115,488,317	114,143,071	98.84%	1,832,500	115,975,571	100.42%
2012 (Est)	117,750,500	114,986,881	97.65%	1,832,500	116,819,381	99.21%

## List of Principal Property Taxpayers

<u>Name</u>	<u>FY 09 Property Taxes Assessed</u>	<u>Percent of County Total</u>
1. Anheuser-Busch, Inc.	\$ 4,778,811	4.27%
2. Busch Entertainment, Corp.	1,631,769	1.46%
3. Wal-Mart, Inc.	1,141,516	1.02%
4. Powhatan Plantation Owners Association	1,015,971	0.91%
5. Busch Properties, Inc.	755,334	0.67%
6. Williamsburg Landing, Inc.	732,012	0.65%
7. Virginia Electric and Power Company	692,230	0.62%
8. Williamsburg Plantation Owners Association	652,774	0.58%
9. Ball Metal Container	637,921	0.57%
10. Manor Houses Associates	596,756	0.53%
 Totals	 <u>\$12,635,094</u>	 <u>11.28%</u>

Source: Commissioner of the Revenue

## Households and Population

Fiscal Year	Total Population <sup>1</sup>	Institutional Population <sup>2</sup>	Total Household Population <sup>3</sup>	Number of Households <sup>4</sup>	Persons per Household <sup>5</sup>
2003	53,100	828	52,272	21,160	2.47
2004	55,200	826	54,374	22,095	2.46
2005	57,542	839	56,703	22,974	2.47
2006	59,635	902	58,733	23,478	2.50
2007	61,495	962	60,533	26,507	2.28
2008	62,631	900	61,731	27,217	2.27
2009	63,696	834	62,862	27,567	2.28
2010 (Est)	65,717	892	64,825	28,432	2.28
2011 (Est)	67,434	892	66,542	29,185	2.28
2012 (Est)	69,188	892	68,296	29,954	2.28

<sup>1</sup> 2002-2009 Population Estimates are from the Weldon Cooper Center for Public Service at the University of Virginia. Estimates for 2010-2012 are from the 2009 JCC Comprehensive Plan demographics material provided by the JCC Planning Division.

<sup>2</sup> Institutional Population figures for 2002-2012 include Eastern State Hospital, Virginia Peninsula Regional Jail, and the Merrimac Juvenile Detention Center. 2002-2009 figures are reported from Calendar Year, Quarter 2, Population Estimates provided by the JCC Planning Division. 2010-2012 estimates are based on the average Institutional Population from the previous decade.

<sup>3</sup> Total Household Population represents Total Population minus Institutional Population.

<sup>4</sup> Number of Households figures are provided by the JCC Planning Division utilizing Certificate of Occupancy data from JCC Code Compliance Division. 2010-2012 estimates are calculated by dividing Total Household Population by Persons per Household.

<sup>5</sup> 2002-2009 Persons per Household represents Total Household Population divided by Number of Households. 2010-2012 estimates are the previous year's calculation carried forward.